



THE STATE OF  
**EMPLOYEE  
EXPERIENCE (EX)**  
IN AFRICA REPORT 2.0

*"Embedding an employee experience with  
impact in Africa-based organisations."*

**2024**





**UNLOCKING BUSINESS**

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**GROWTH THROUGH**

**PEOPLE INSIGHTS**



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PEOPLE | BUSINESS | AFRICA

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# 01 Preface

Since inception in 2019, Africa People Advisory Group (APAG) has been determined to provide Human Resources related research for Africa, from Africa. Our quest started four years ago when we produced the first “New Ways of Working” research report. To keep up with ongoing global developments in Human Resources, we pivoted and produced the first report focused on Employee Experience (EX) in 2023.

In this research report, we produced a model for deploying an EX framework across organisations operating on the African continent. In 2024, we wanted to gauge to what extent organisations have made progress in introducing and maturing their EX framework and principles. Our 2024 report builds on insights created from prior years.

To quote Edwards Deming, “Without data, you are just another person with an opinion”. These

wise words continue to guide our efforts as we strive to develop authentic Africa-based research and insights.

We believe that the insights developed in this study will guide business and Human Resources leaders in shaping their people-related strategies and practices.

We want to thank each participating organisation, as well as our network of partners that make this research study possible.

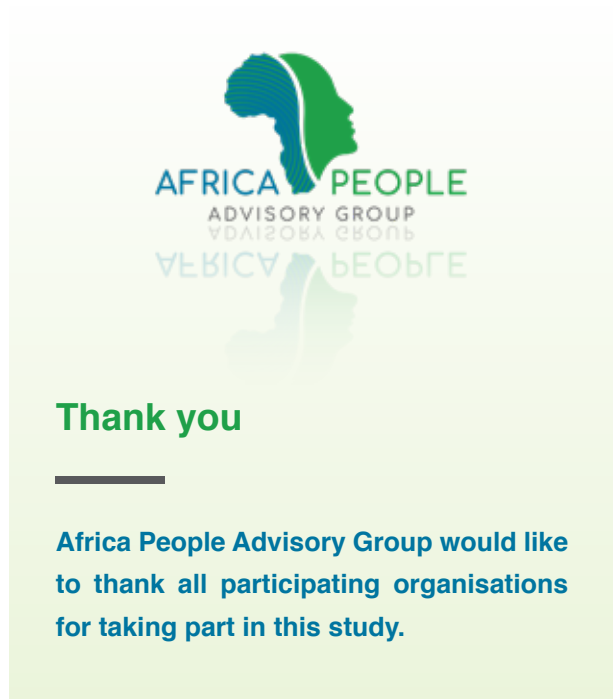
Our partners across Africa continue to play a critical role in our expansion across the continent. Their support in driving participation in the survey across Africa remains a critical success factor in being able to deliver high-quality research to leaders across various industries and multiple countries.



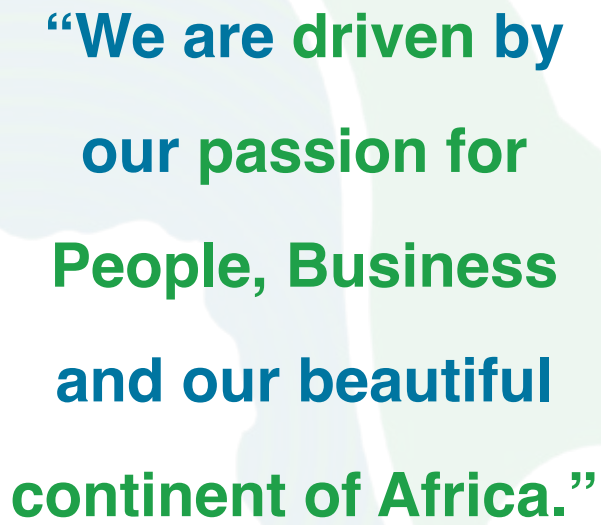
## Acknowledgements

Africa People Advisory Group would like to acknowledge the following partners in our network for supporting the 2024 study.

- ✦ Cebano (South Africa)
- ✦ Global Career Company (pan-Africa)
- ✦ GIBS (South Africa)
- ✦ IHRM (Kenya)
- ✦ Nomatu (South Africa)
- ✦ Right Seat (Rwanda)
- ✦ Rise and Learn (Kenya)
- ✦ Seamless HR (pan-Africa)
- ✦ Steadman Global (Uganda)
- ✦ Tsa Mmereko (Botswana)



## 02 About Africa People Advisory Group



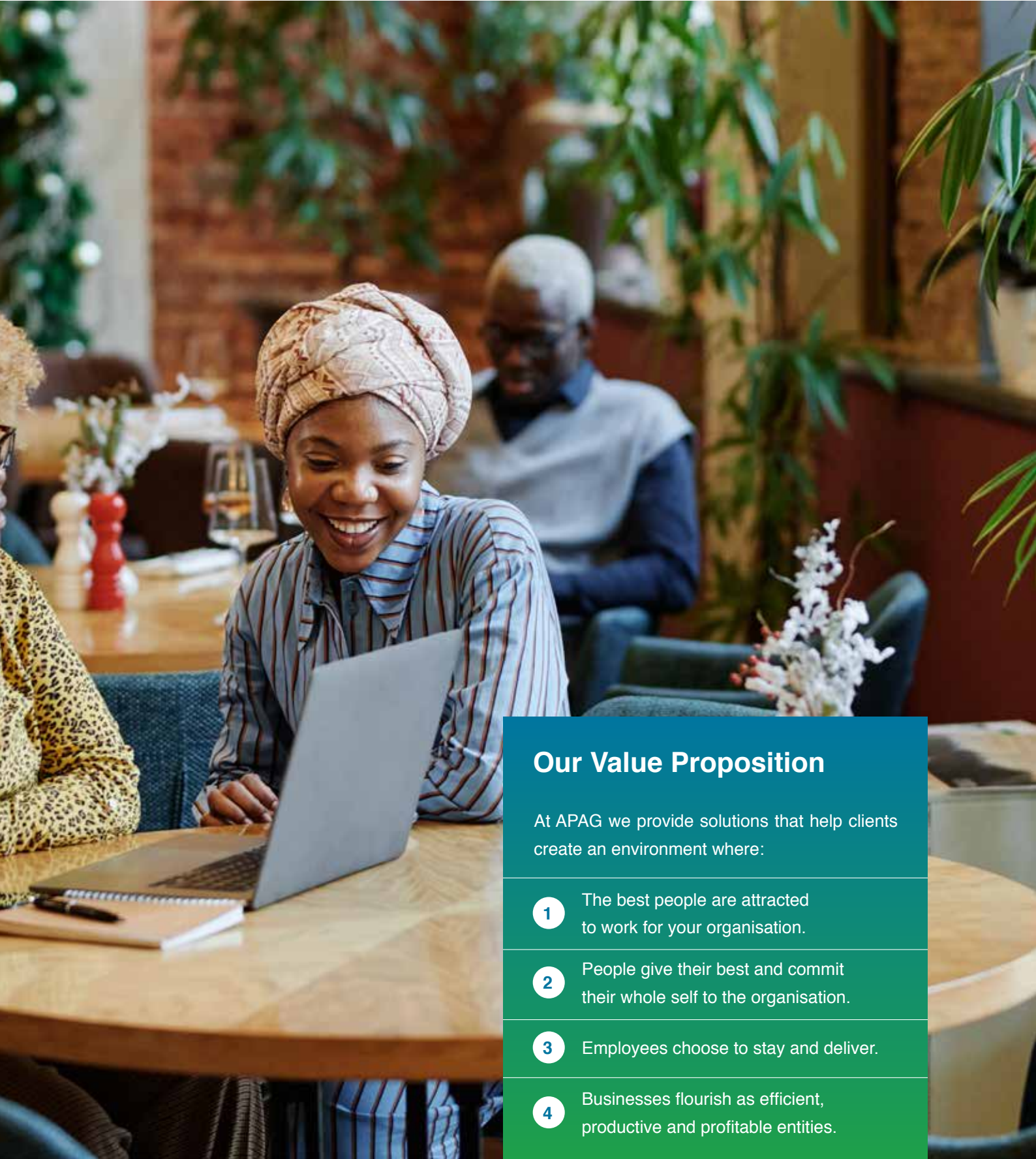
**“We are driven by  
our passion for  
People, Business  
and our beautiful  
continent of Africa.”**

Africa People Advisory Group (APAG) is a pan-Africa Human Resources Advisory Firm, with offices in South Africa, Botswana, and Kenya. The team has been delivering people-centric solutions across Africa for five years. With several hundred projects successfully delivered, Africa People Advisory Group is proud to be a trusted partner for organisations with an African strategy.

[www.africapeopleadvisory.com](http://www.africapeopleadvisory.com)

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## Our Value Proposition

At APAG we provide solutions that help clients create an environment where:

- 1 The best people are attracted to work for your organisation.
- 2 People give their best and commit their whole self to the organisation.
- 3 Employees choose to stay and deliver.
- 4 Businesses flourish as efficient, productive and profitable entities.

## 03 Survey Demographics

The annual study continues to gain momentum across the African continent. **"Asante" to all participants from Kenya, our #1 participating country in 2024.**

**In 2024, 32% of survey respondents represented Kenya. Overall survey participation grew by 18% relative to 2023 and the number of unique organisations that participated has also grown by 18%.**

We are immensely excited about the future of the study and its ability to support strategic decision-making in organisations across Africa.

Survey Demographic Data: 2022 | 2023 | 2024

2022	188 participants	148 companies	21 countries	20 Industries
2023	206 participants	188 companies	31 countries	17 Industries
2024	244 participants	221 companies	21 countries	38 Industries



## Survey Demographics

Pan African Insight Study Participation Data Comparisons: 2022 | 2023 | 2024



\* The graphs in this report will not always add up to 100% based on rounding of data.

# 03 Survey Demographics

## 2024 Participation



**244**  
PARTICIPANTS



**221**  
COMPANIES

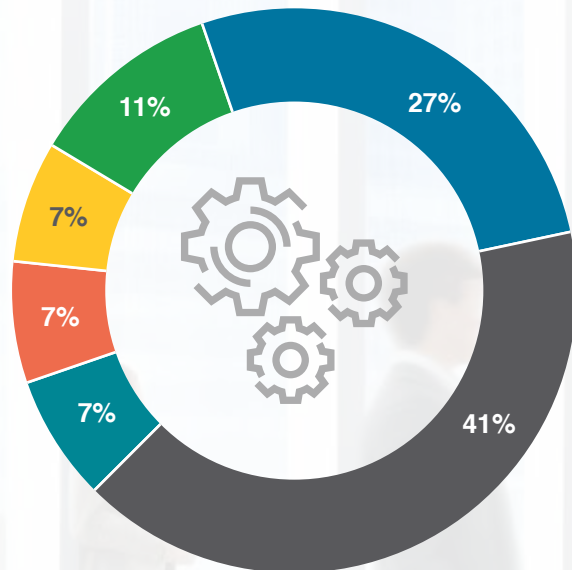


**21**  
COUNTRIES

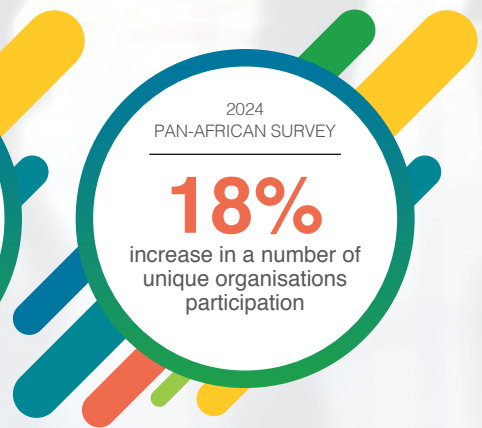
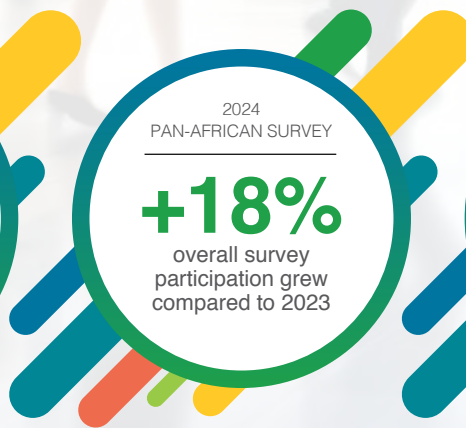
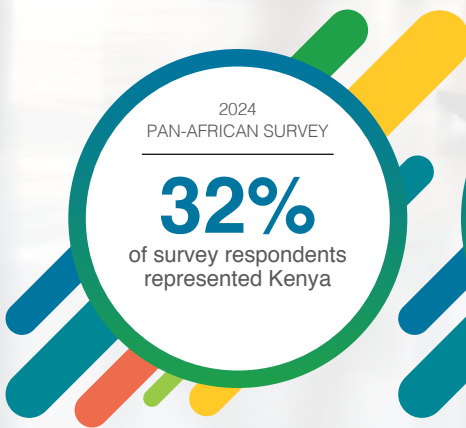


**38**  
INDUSTRIES

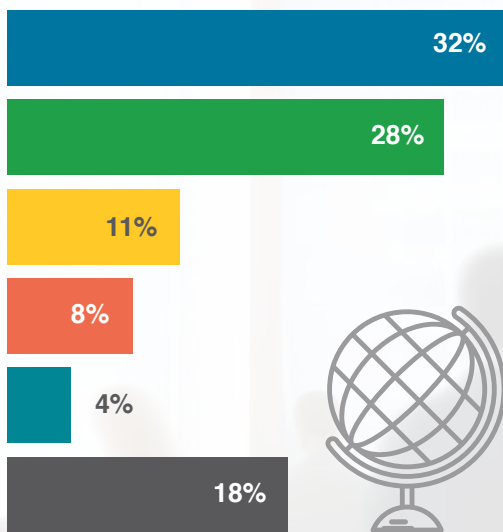
## Submitted Data by Industry Sector



- Financial Services
- Professional Services
- Government
- NGO/NPO
- Manufacturing & Industrial
- Other

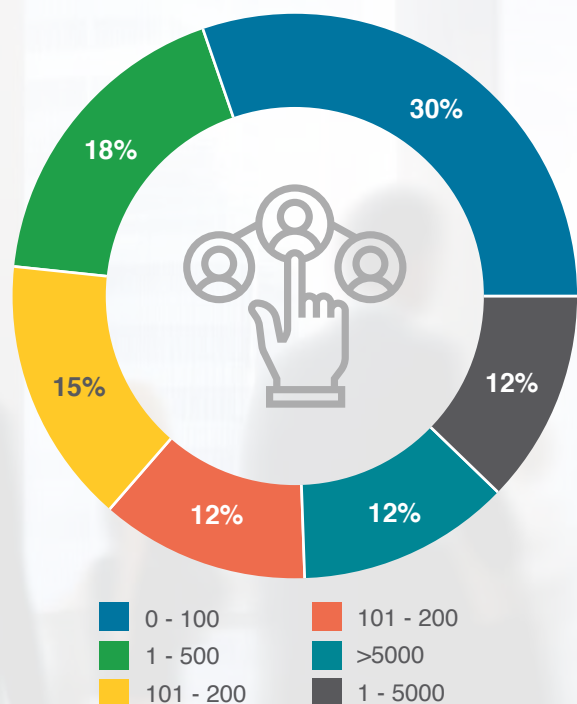


### Submitted Data by Country



- Kenya
- South Africa
- Nigeria
- Zimbabwe
- Uganda
- Other

### Organisation's Total Headcount



- 0 - 100
- 1 - 500
- 101 - 200
- 101 - 200
- >5000
- 1 - 5000

“

"We are immensely excited about the future of the study and its ability to support strategic decision-making in organisations across Africa."

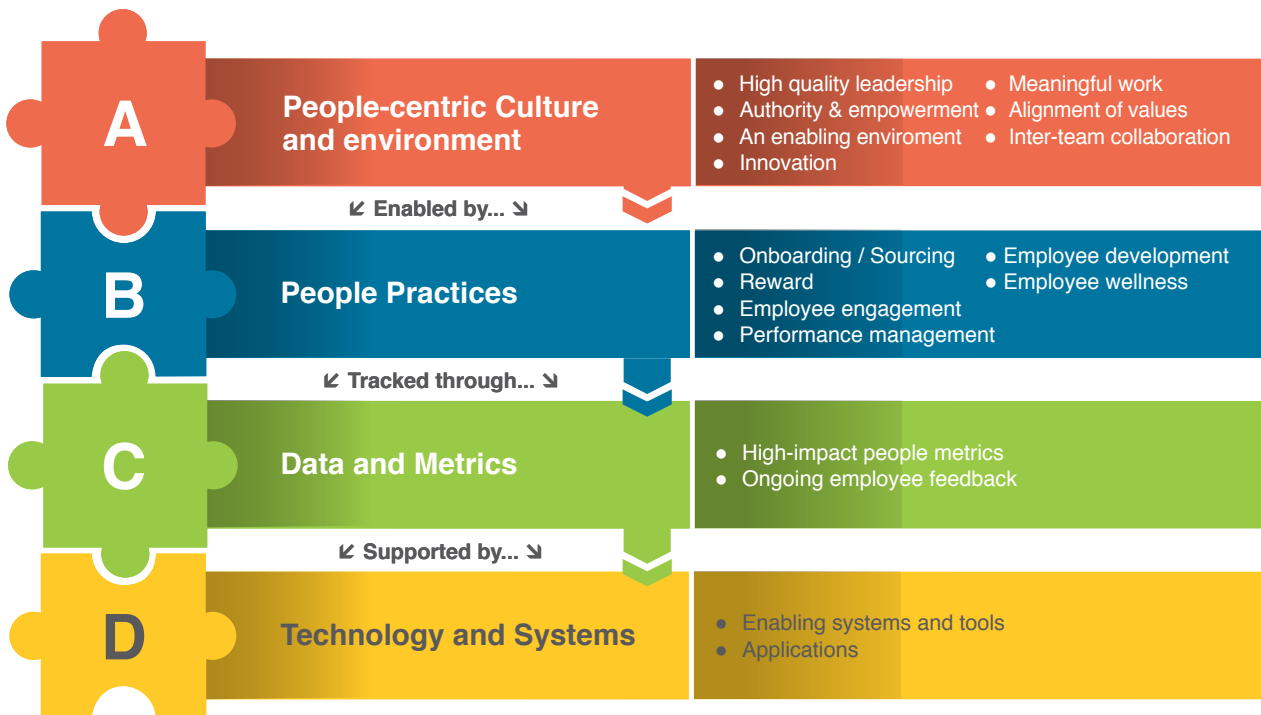
~ African People Advisory People (APAG)

”

## 04 Methodology

The second edition of the EX survey was sent to a broad base of clients and Human Resources professionals across the African continent. The aim was to capture a set of trends related to EX across Africa, while paying close attention to where some data sets might have shifted from previous years.

The survey dimensions covered all aspects of the **EX model**, which was developed in **2023**.



The APAG Employee Experience model

Survey responses were aggregated based on a rating scale relevant to each question.

The data was further expanded by using responses from the **Africa People Advisory Group pan-Africa Employee Engagement survey**.

## Executive Summary

### Introduction

A key output from the 2023 Africa People Advisory Group annual pan-Africa study into Human Resources practices across the continent, was the creation of a model to introduce the concept of Employee Experience (EX) into organisations.



A key output from the 2023 **Africa People** Advisory Group annual pan-Africa study into Human Resources practices across the continent, was the creation of a model to introduce the concept of **Employee Experience (EX)** into organisations.



The model proposed **four focus areas**: creating a people-centric culture and environment; inside-out and co-designed people practices; effective use of data and metrics; and enabling the EX with simple user-friendly technology and systems.



The **Africa People Advisory Group EX model** guides companies and senior leaders in breaking down a complex approach into manageable chunks.



The focus of the 2024 study was to see if any progress has been made against the elements of the model and whether organisations are succeeding in creating a great EX for their employees.



In short... **more work and focus is needed!**

The theme for the 2024 study is:  
**“Embedding an Employee Experience with impact in Africa-based organisations.”**



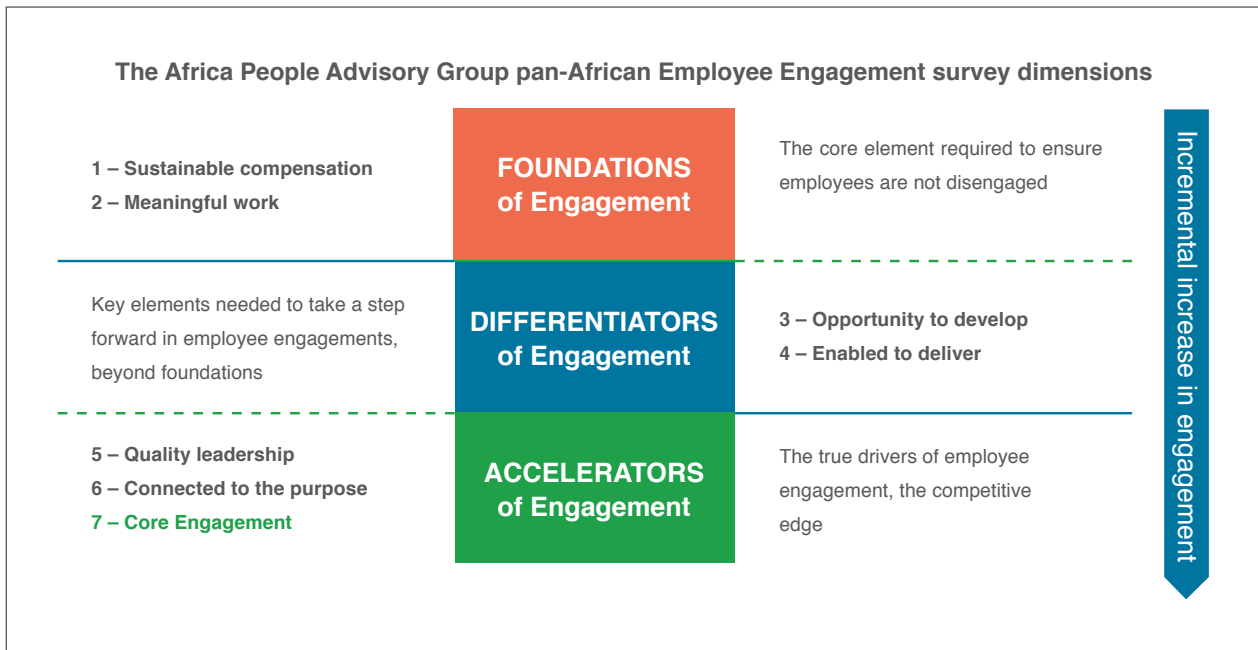
## Executive Summary

The report provides context for each finding and closes with practical recommendations for strategic decision-making and action.

### An employee view

In 2023, **Africa People Advisory Group** introduced an employee view to the survey to balance the perspectives of employers across Africa. In the **2024** cycle, the perspective of employees is represented by data extracted from the **Africa People Advisory Group pan-African Employee Engagement** survey. This survey represents data from **15 967 individual employee** voices in **more than 20 countries**, collected over the last year.

**The Africa People Advisory Group pan-African Employee Engagement survey measures employee views across an employee value proposition.**



*The Africa People Advisory Group pan-African Employee Engagement survey dimensions*



# TREND#1

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**A step change is needed to create safe and engaging organisational cultures, enabled by people-centred leadership.**



## 06 TREND #1

The foundation of the **Africa People Advisory Group EX model** is to create a healthy organisational culture and environment. The DNA that drives this is leadership. If one wants to develop a deeper understanding of organisation’s culture, then one needs to understand leadership behaviour and the impact it has on employees.

It is both a very simple and a very complex construct and equation. Authentic and people centric leaders enable productive and engaging organisational cultures, while autocratic leaders build negative cultures that lead to value erosion for all stakeholders.



Understanding the intention of leaders is important for understanding the state of any organisational culture.

### Some hard truths to face

The table below compares data from 2023 and 2024 as it relates to leadership behaviour and impact. The trend line is downward, resulting in less constructive cultures and the potential destruction of value for all stakeholders. Organisations across Africa need authentic leaders that place employees at the centre.

Comparison between the 2023 & 2024 data on leadership behaviour and impact	2023	2024
Leaders in our organisation are authentic about creating a positive Employee Experience	75%	66%
A bigger concern is the high percentage of respondents strongly disagreeing with the statement above:	2%	8%
• Our organisation’s culture allows for people to experiment, innovate and fail	66%	62%
• In our organisation teams work effectively across departmental boundaries	69%	74%

A reassuring trend is that employees are enabled to deliver, with access to the right tools, information, and decision-making power. **Positive responses increased by 10% from 2023, to 75% in 2024.**

**This data is supported by the voices of the employees across Africa.**

## TREND #1

### WHAT DO EMPLOYEES SAY?

The questions and responses below are extracted from the **Africa People Advisory Group pan-Africa Employee Engagement survey**. Positive responses are recorded in the right-hand column, these represent "agree & strongly agree" votes. The extract specifically addresses the issue of whether employees feel enabled to deliver.

What do employees say?	Favourable %
<b>Enabled to deliver</b>	<b>80%</b>
• I can manage with the current level of pressure in my job	84%
• I have access to the information I need to perform	78%
• I have the right tools and resources to do my job	71%
• Team members I work with have the knowledge and skills to perform	85%

There is a healthy level of alignment between employee views and organisational views as expressed in the EX study.

### Psychological safety and a sense of belonging



As Edmondson puts it, psychological safety is *"felt permission for candour."*

~ Dr Amy Edmondson, Harvard Business School Professor



Positive organisational cultures typically enable a strong sense of belonging for employees. At the same time, employees feel empowered to speak freely and take risks without the fear of reprimand or victimisation.

The data from the 2024 study indicates that there is substantial room for improvement across both dimensions, despite an increase in the score for psychological safety. It is incumbent upon organisations to appoint and develop leaders that create a strong sense of belonging and enable psychological safety.

## TREND #1

Employees can only be at their best when they feel safe and have a sense that they are part of something meaningful and important. A fear-based or cautious culture can get the desired results but with negative long-term impacts, such as loss of key staff or even reputational damage.

Psychological safety and a sense of belonging	2023	2024
There is a strong sense of belonging in our organisation	69%	↓ 58%
Employees can speak freely without fear of victimisation in our organisation (psychological safety)	69%	↑ 74%
Employees in our organisation can take risks without fear of negative consequences to their careers	Not measured	31%

### Organisational cultures across Africa

At the core of organisational culture are values. These are not necessarily the stated values of the organisation, but the actual values that either engage or disengage employees. Therefore, to understand an organisation’s culture better, it makes sense to understand the “lived” values within that organisation, rather than just the stated values.

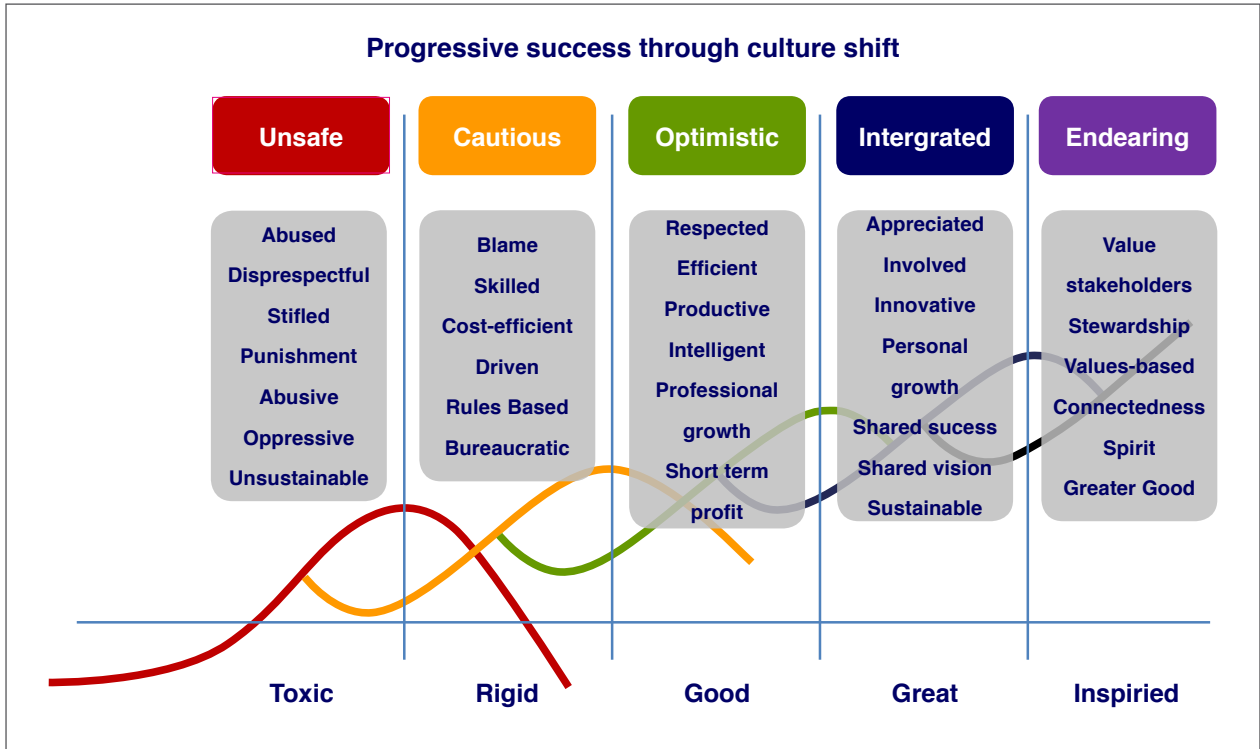
The **Cebano Culture Survey** does exactly that. The **Cebano Culture Survey** is a modern day instrument, which **Africa People Advisory Group** uses to define what cultural strengths and weaknesses exist in organisations. The tool is deployed to employees across levels in organisations to determine the “temperature” of culture, supported by comprehensive reporting.

To understand the prevailing organisational cultures across Africa, **participants in the survey were asked to identify the values they would like to see in their organisations**, as well as the **actual values** that are lived. This was done through two lenses, namely **Communication and Leadership**.

The **Cebano Culture Survey** plots organisational culture across several culture types. Any given culture will contain elements of each culture type (to a lesser and greater degree). The culture types are as follows:



## TREND #1



*Cebano Culture Survey levels*

The spread of votes (242 in total) indicates that **15% of votes appear in a Toxic culture, 20% of votes appear in a Rigid culture, 28% of votes in the Good culture, 24% in the Great culture** and finally **13% of votes in the Endearing culture.**

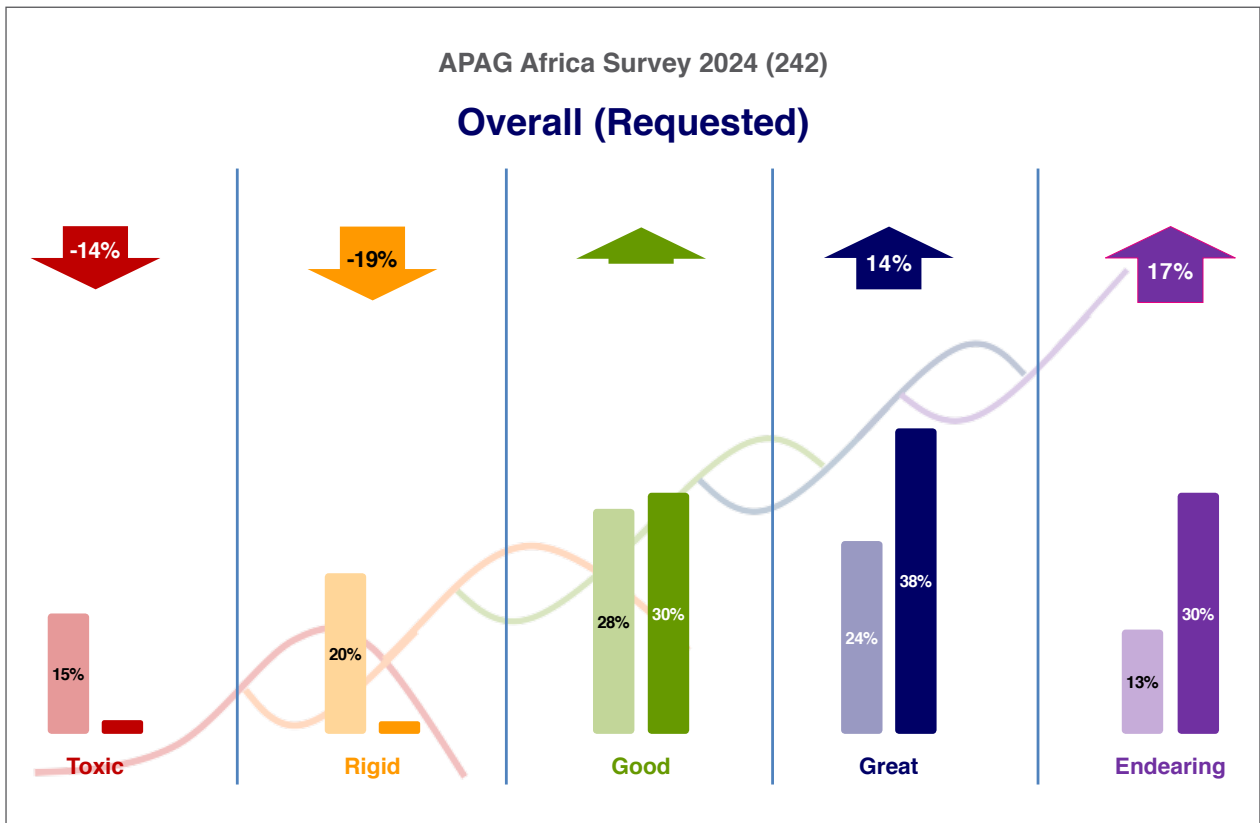
The **Cebano** Culture Survey levels spread of votes (242 in total) indicates that:



## TREND #1

If one then considers what values survey participants are requesting, one can see some clear shifts in the following graph below.

Votes for the desired culture suggests a substantial drop in the **Toxic culture (14% drop)**, a **19% drop in the Rigid culture**, a **2% increase in the Good culture**, a **14% increase in the Great culture** and finally **17% increase in the Endearing culture**.



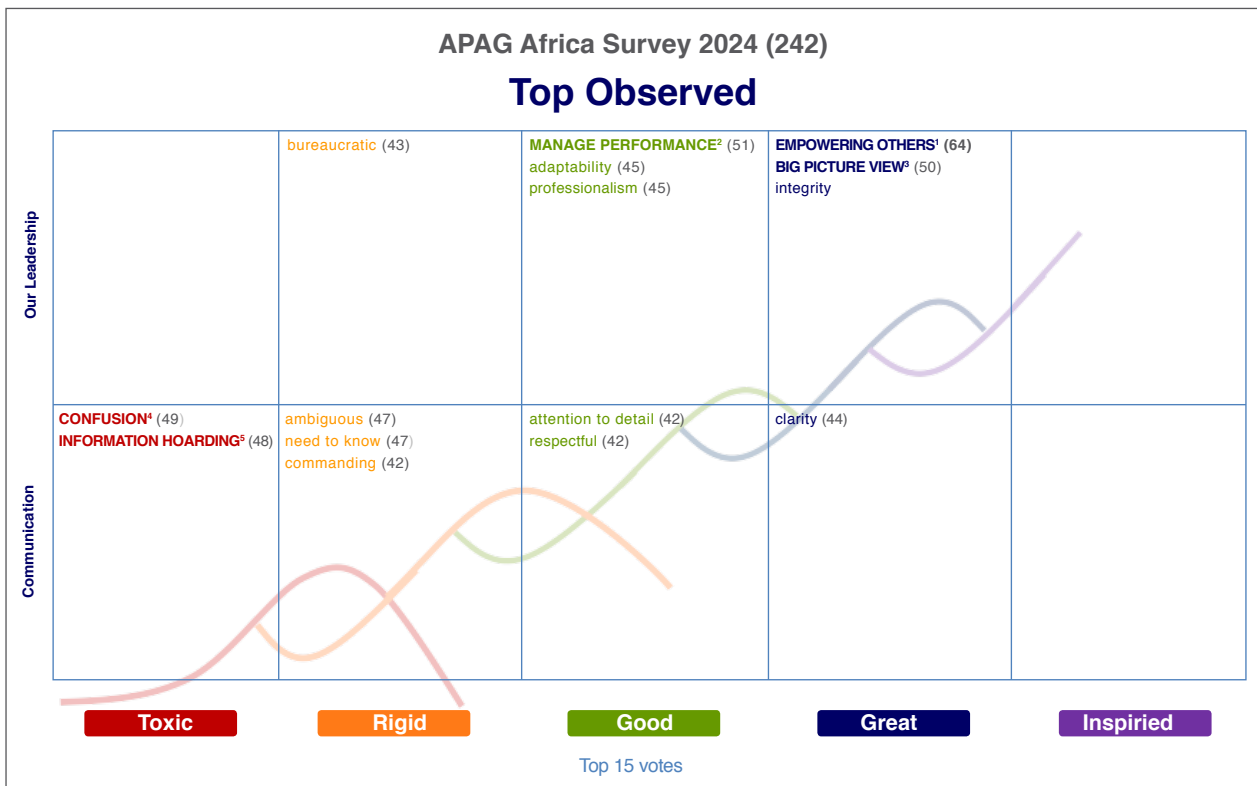
Cebano Culture Survey responses



## TREND #1

The graph below provides **insight into the values when the highest number of votes** across both the dimensions of **leadership and communication** are plotted.

The most significant values showing up in the **Toxic culture include confusion and information hoarding**. In the **Rigid culture the top values are bureaucratic, ambiguous, need-to-know and commanding**. The **top values** in the **Good culture are managing performance, adaptability, professionalism, attention to detail, and respect**. Finally, in the **Great culture the top values are empowering others, big picture view, integrity, and clarity**.



Cebano Culture Survey responses



## TREND #1

The analysis of responses to the survey leaves one with a concern for areas of focus whilst at the same time a sense of celebration for positive elements in the cultural aspects of Good, Great and Endearing.

In summary, the data from “Leadership”, “Psychological Safety” as well as the “Culture assessment”, leaves some concerns about the success of organisations in Africa to create the right cultures to drive delivery and value.

### WHAT DO EMPLOYEES SAY?

Feedback from the **Africa People Advisory Group pan-Africa Employee Engagement** survey paints a more positive picture. With an **overall leadership score of 78% favourable**, it is clear that employees feel comfortable with leadership, but at the same time, more work is needed.

What do employees say?	Favourable %
<b>Quality leadership</b>	<b>78%</b>
• I am kept informed about changes in the organisation that have an impact on me	76%
• I am provided with ongoing feedback on how I perform	75%
• My manager appreciates and acknowledges my work delivery	81%
• My manager is open to my ideas and feedback	79%



## TREND #1



The recommendations in this report provide a guideline for potential ways to take a proactive approach. Each organisation is unique, and caution should be exercised when jumping into action without due consideration of both the intended and unintended consequences.



**Redefine talent programmes to ensure a substantial focus on developing people-centric leadership skills**

From a talent management perspective, it is critical that more emphasis is placed on developing leaders' skills and competencies. To do so, it is important to identify the appropriate leadership competencies that will nurture and grow constructive relationships between employees and leaders in organisations.



**Be deliberate about the measurement and cultivation of organisational culture**

Organisational culture will develop naturally and is linked to the behaviour of leaders. Human Resources professionals are accountable for making the organisation aware of the prevailing culture and then guiding it to course correct if needed.

**It is recommended that culture is measured periodically through an objective culture assessment tool.**



## TREND#2

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DEIB needs to be placed firmly on the organisational radar.



## 07 TREND #2

Over the last few years, an increasing number of organisations have realised the importance of not only celebrating but also embracing the diversity of their workforce.

Progressive organisations have established frameworks and policies for unleashing the power of a diverse workforce, not because global thinking requires it, but because there is a true belief that a diverse workforce can enable organisations to grow and prosper.

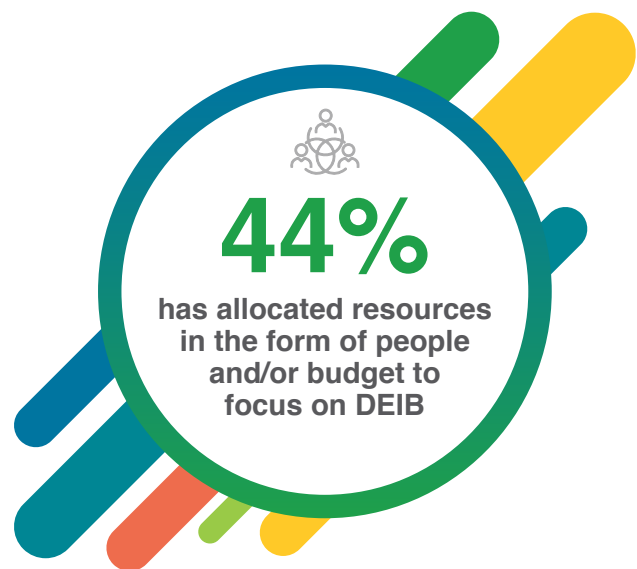
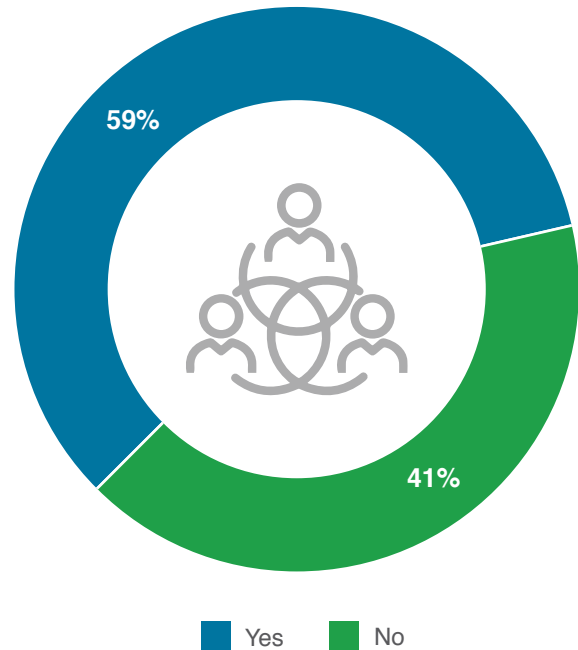
**Diversity, Equity, Inclusion and Belonging (DEIB)** are organisational concepts that seek to promote the fair treatment and full participation of all people, particularly groups who have historically been under represented or subject to discrimination based on identity or disability.

The data from this year’s study indicates that more work is required to progress the DEIB agenda in organisations across Africa.

It starts with the right foundations. Only **59% of participants** reported that they **have a DEIB policy in place**. Without a clear policy and framework, it is hard to progress to the right level of strategic conversation on this important topic.

Only **44% of respondents** indicate their organisation has **allocated resources** in the form of people and/or budget to focus **on DEIB**. Once an organisation has appointed an individual to drive the policy implementation, awareness and related initiatives become much easier to drive and implement. Without dedicated resourcing, all efforts will likely fizzle out over time.

### Organisations that have a formalised policy on Diversity, Equity, Inclusion & Belonging

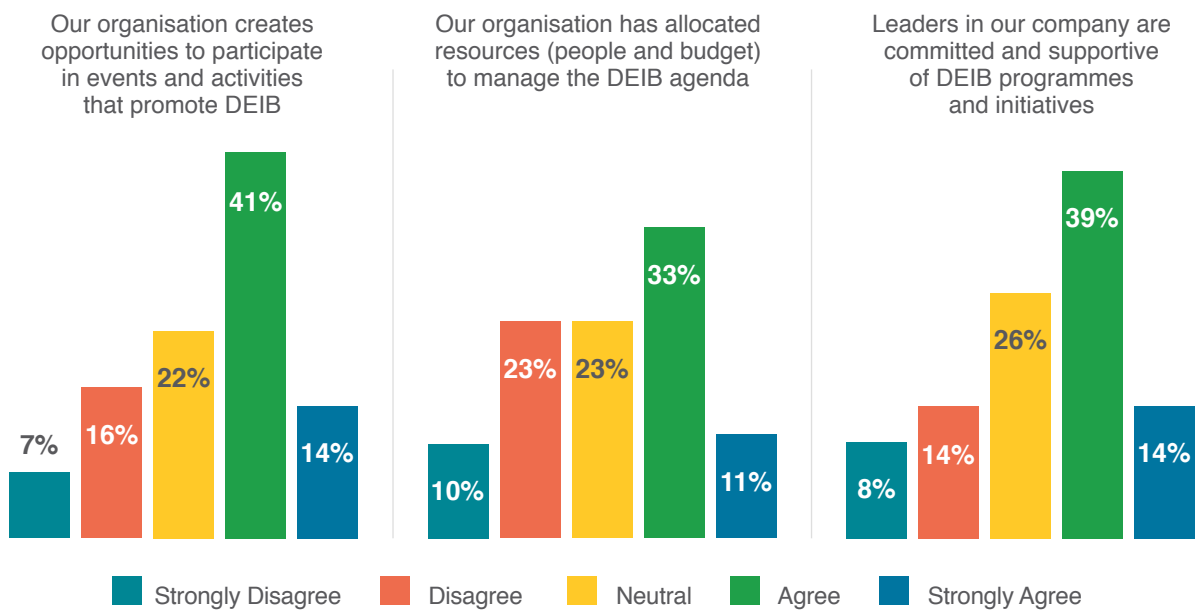


## TREND #2

Without dedicated resourcing, an organisation is also unlikely to be able to drive events and activities related to DEIB. Therefore, it comes as no surprise that only **55% of respondents indicate that the organisation creates opportunities to participate in events and activities to promote DEIB.**

The most telling feedback from the survey, however, reflects on the level of leadership commitment to DEIB. **53% of respondents indicate that leaders in their organisation are committed and supportive of DEIB programmes and initiatives.**

### Rate your organisation against the level of leadership commitment and supportiveness to DEIB



A strategic approach to embracing and driving DEIB can add substantial value to organisations. It is not only the right thing to do but adds real value to the bottom line.



## TREND #2



The recommendations in this report provide a guideline for potential ways to take a proactive approach. Each organisation is unique, and caution should be exercised when jumping into action without due consideration of both the intended and unintended consequences.



#### Building the case for change

It is recommended that the Human Resources function source data both internally and externally to start building a case for the focussing on DEIB. Building a defensible case using people and business data will allow the business to consider the focus on DEIB as strategic and valuable.



#### Finding a business sponsor for DEIB

Like so many other areas of a business the right level of attention is often only obtained once an executive member takes accountability to drive focus and delivery. With an appropriate business case in place, supported by data, the next logical step would be to find a business sponsor. It is recommended that the business sponsor comes from the business as opposed to the Human Resources function.



## TREND#3

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Despite some traction in Employee Experience (EX), more “heart” is needed.



## 08 TREND #3

This section of the report focuses on understanding the various Human Resources practices that impact the EX. Each practice is discussed individually, and results are compared to last year’s study.

### Onboarding

Employee onboarding is an essential part of welcoming a new employee to the organisational family. If done well, it can go a long way in ensuring employees become productive members of the

team from the get-go.

Despite the increased use of technology, the process across participating organisations requires extensive work to be more inclusive in design and to drive early productivity from new joiners.

Of particular concern is the level of disagreement with positive statements in the survey

Onboarding	2023	2024	2024 Disagree
Our organisation’s employee onboarding process ensures that new employees reach high productivity in a short period	66%	↓ 56%	22%
Our organisation’s employee onboarding process was co-designed with new joiners based on their past feedback	43%	↓ 41%	37%
Our organisation’s employee onboarding process is supported by simple and easy to-use technology	43%	↑ 50%	25%
Our organisation regularly measures new employees’ experiences through a short survey after joining the organisation	37%	↓ 32%	47%

Africa-based organisations need to do better at designing the onboarding process from the inside out. This will ensure employees settle fast and reach maximum productivity in the shortest time.

### Development

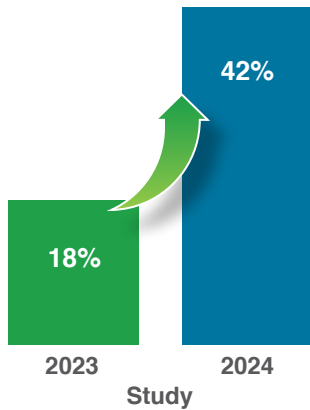
Employee development is central to a positive EX. Many facets and building blocks make up the employee development experience. The study this

year expands the insight to include the EX related to development, as well as some of the infrastructural elements that influence the experience.

During the COVID pandemic, classroom learning made way for online learning, and as the pandemic started to disappear, classroom learning slowly started to make its way back as the preferred method for delivering learning.

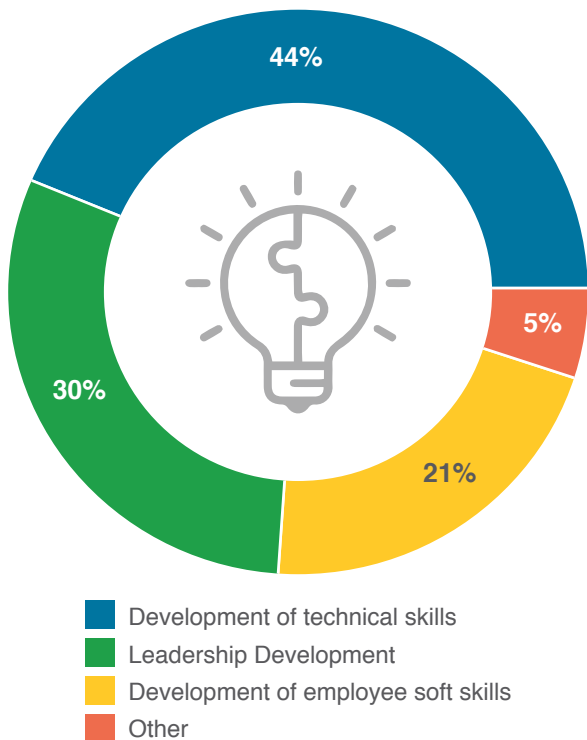
## TREND #3

**We are largely returning to classroom-based and face-to-face learning**



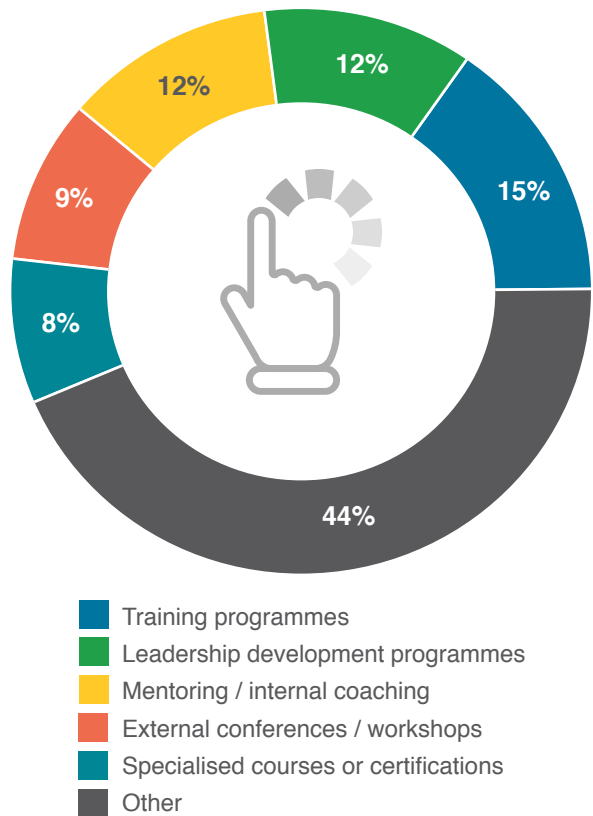
It is also important to understand where the focus of learning lies. Survey respondents indicate that the largest focus, with **44% of responses**, of their learning efforts is geared towards **building technical skills**.

**Our organisational learning focuses mostly on the following:**



The most common interventions to **develop skills** are **training programmes**, closely followed by **Leadership Development programmes**, and **Coaching & Mentoring**.

**Our organisation career-related learning interventions focus on the following**



A robust learning strategy and plan should ideally link back to the current and future competencies that the organisation is aiming to develop. As the foundation of learning, it is concerning to see that only **43% of respondents indicate that their organisation has a competency framework in place**.

## TREND #3

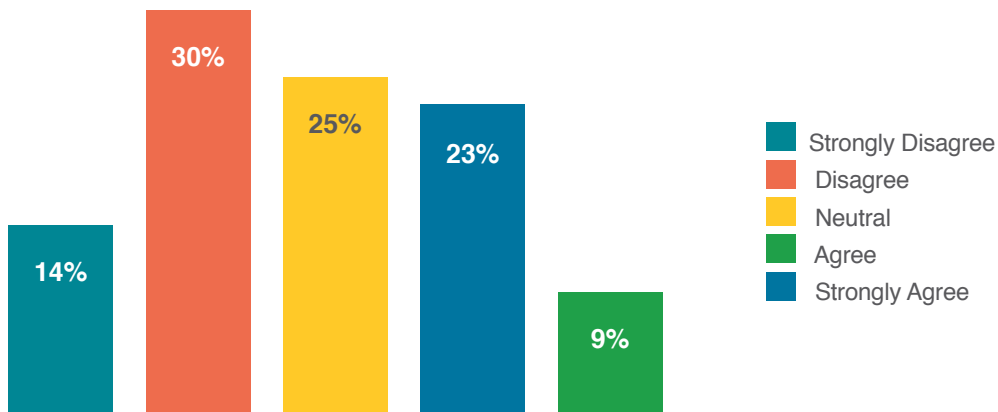
It is reassuring to note that where organisations do have a competency framework in place, it covers leadership, behavioural and technical competencies.

As employees develop, there is often an expectation of lateral progression or even horizontal development. Career paths help to create a clear view of how

employees can progress and what skills and competencies are needed at each level.

Career paths assist employees in planning their careers and being clear about the skills they need along the way.

### Our organisation has clearly defined career paths which are easily accessible to all employees



## TREND #3

### WHAT DO EMPLOYEES SAY?

Employee development consistently scores low in the **Africa People Advisory Group pan-Africa Employee Engagement survey**. The feedback mainly relates to future opportunities and career progression. When one considers this feedback against the study feedback, there is great alignment, particularly regarding some of the infrastructural elements of learning, such as career paths.

One must consider that the changes in organisational structures to flatter, less hierarchical structures, combined with an archaic view held by many that growth and success can only be upward, could contribute to this outcome of continued low scores on career development and advancement.

What do employees say?	Favourable %
<b>Opportunity to develop</b>	<b>60%</b>
• I am able to achieve what I want in my career at my organisation	60%
• I know what possible career paths are available in my organisation	61%
• It is possible to advance in my career at my company	59%
• My company has good career opportunities	62%

### Reward

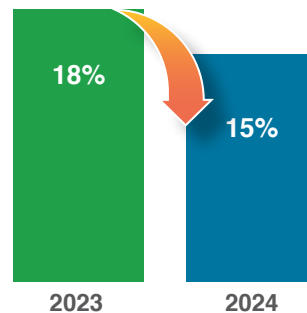
**Total Rewards** is an **approach to consolidate the employment deal to include not only basic pay and benefits**, but various other elements, such as culture and development. It gives employees a full view of what they are getting from the organisation in return for their efforts. It is an efficient way to provide employees with a holistic view of the employment offer.

More organisations are opting for Total Rewards. During **2024, 47% of participants responded positively** to offering Total Rewards, **as opposed to 44% in 2023**.



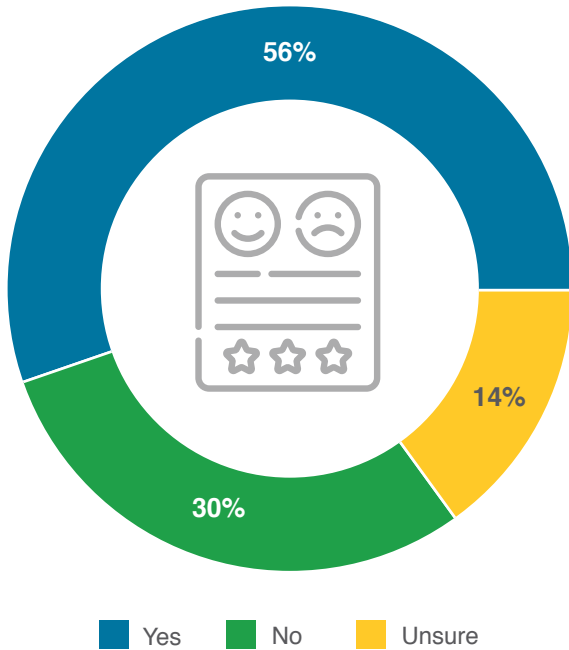
Progressive organisations are giving employees choice, with some flexibility to structure their packages and benefits to suit their life stage and personal needs. In this regard, fewer organisations are allowing flexibility compared to 2023.

**Our organisation allows for a flexible, equitable and transparent approach that enables employees to determine or select their own benefits**



### TREND #3

**Our organisation has a grading structure in place, supported by a robust Job Evaluation methodology.**

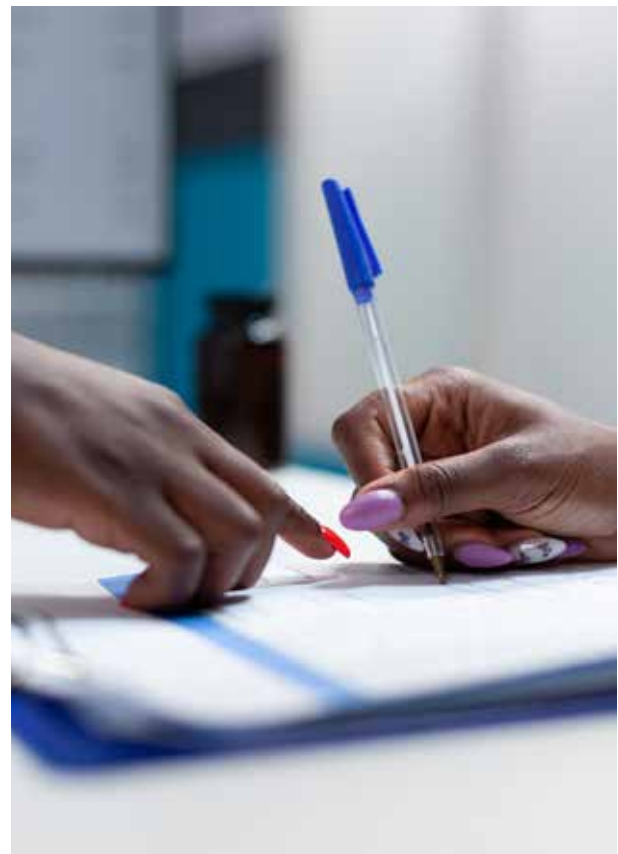
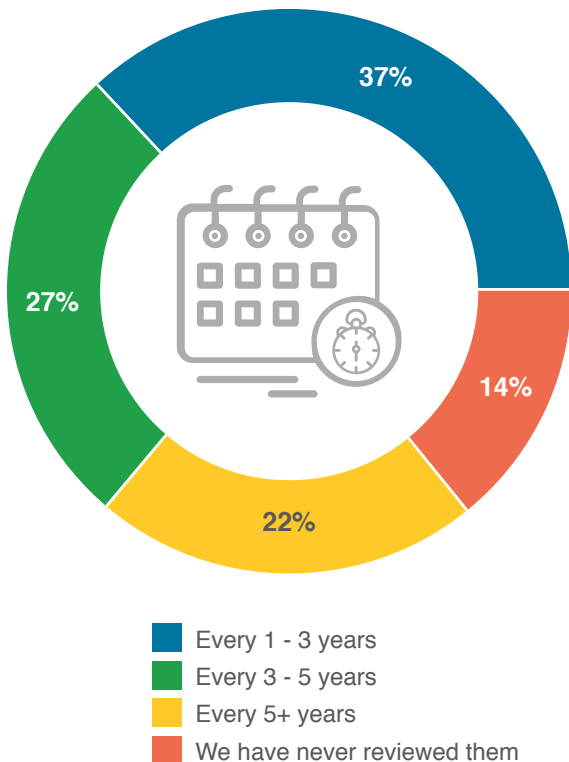


The foundation of fair compensation management is Job Evaluation. In short, **Job Evaluation is the process of evaluating roles within an organisation to determine their relative value. This often directly influences the pay attached to the role.**

Once evaluations are done, and a fair and defensible grading structure is developed, it is important to regularly review roles against the grades, especially if there are changes to individual roles or some level of restructuring.

Organisations across Africa have not yet extracted the value that is to be derived from Job Evaluation. Where it is done, it is more of a once-off initiative and concerted efforts to review grades regularly can be improved.

**The frequency which organisations with a grading structure review their job grades**



## TREND #3

### WHAT DO EMPLOYEES SAY?

Fair compensation is often the lowest scoring dimension on the **Africa People Advisory Group pan-Africa Employee Engagement survey**. There are, however, some organisations that do well in delivering flexible and competitive salaries and benefits

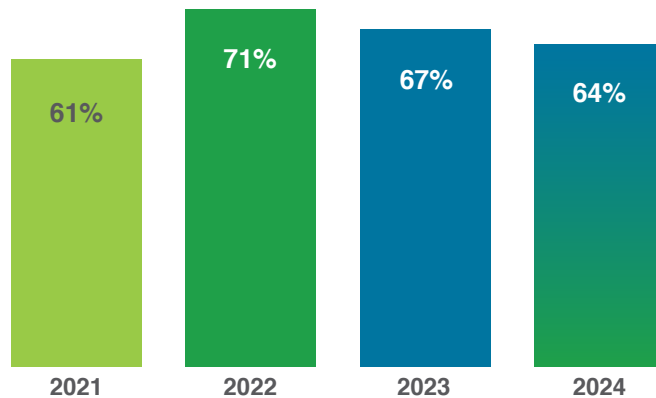
What do employees say?	Favourable %
<b>Fair compensation</b>	<b>50%</b>
• I am happy with the benefits my company offers	56%
• I am happy with the salary I earn	42%
• I feel my compensation package is fair for the work I deliver	45%
• I understand the link between my performance and my compensation	56%

### Employee Wellness

Employee Wellness continues to be an important focus area for organisations and employees. The COVID pandemic has created substantial awareness of the need to focus on all aspects of wellness.

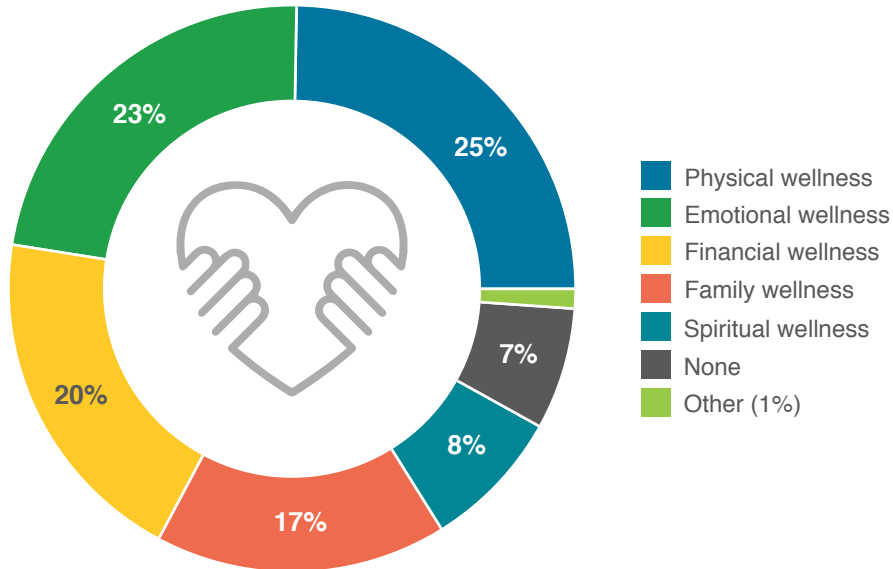
During the height of COVID more and more organisations introduced an Employee Wellness strategy. The focus seems to have dropped in subsequent years.

Does your organisation have an Employee Wellness Strategy in place?



## TREND #3

Our organisation’s employee wellness programme covers the following areas



### Hybrid Working

It is hard to fathom that before 2020, most staff in Africa worked from a dedicated office. Since then, the employment landscape and specifically the meaning of the term “place of work” has changed dramatically.

After tracking three years of data, hybrid working has now been firmly embedded in Africa.

Hybrid work practices now apply to almost **50%** of the organisations surveyed.

Hybrid work practices	2022	2023	2024
Employees need to be in the office	30%	43%	41%
Employees choose if they work in the office or not	23%	18%	8%
We have implemented a shift system to allow for home & office work	30%	24%	47% hybrid
Employees work from home	3%	3%	Less than 1%

## TREND #3

### Employee Engagement

Engaged employees make for **productive and healthy-functioning organisations**. Many studies have linked the level of employee engagement in organisations with revenue and profit. It is a business imperative to ensure employees are engaged, and not just through a drive by the HR function to ensure that employees are happy.

This study has been tracking employee engagement

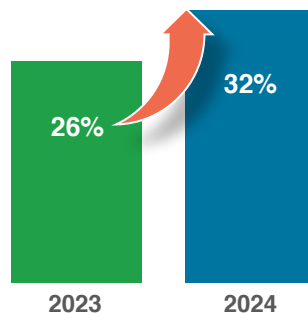
in Africa for several years. The study reports a steady decline in the **measurement of employee engagement**, with **60%** of respondents indicating their organisations measure it, **versus 64% in 2023**. The use of snap and pulse surveys continues to show steady growth.

Participants reporting that leaders are rated on the outcome of the **employee engagement** measures have **dropped 10%**, with a **46% positive** response.

Employee Engagement	2022	2023	2024
Do you measure Employee Engagement in your organisation?	76%	64%	↓ 60%
Form of measurement	2022	2023	2024
Once a year survey	60%	48%	↑ 51%
Snap surveys	10%	16%	↑ 30%
Pulse surveys	21%	23%	↑ 24%
Rate leaders on the score	58%	56%	↓ 46%

It is concerning that only **44% of leaders are perceived to be serious about employee engagement and actively work with survey results**. This has dropped from **62% in 2023**. At the same time, the percentage of leaders who are perceived to not be committed to working with the results from engagement surveys has increased from **26% in 2023 to 32% in 2024**.

Percentage of leaders who are perceived to not be committed to working with the results from engagement surveys



## TREND #3

### Employee Experience (EX)

Despite a lower percentage of respondents reporting their organisations have formally adopted EX, **35% down from 39% in 2023**, more respondents indicate someone in HR is accountable for EX, **79% up from 77% in 2023**. There has also been

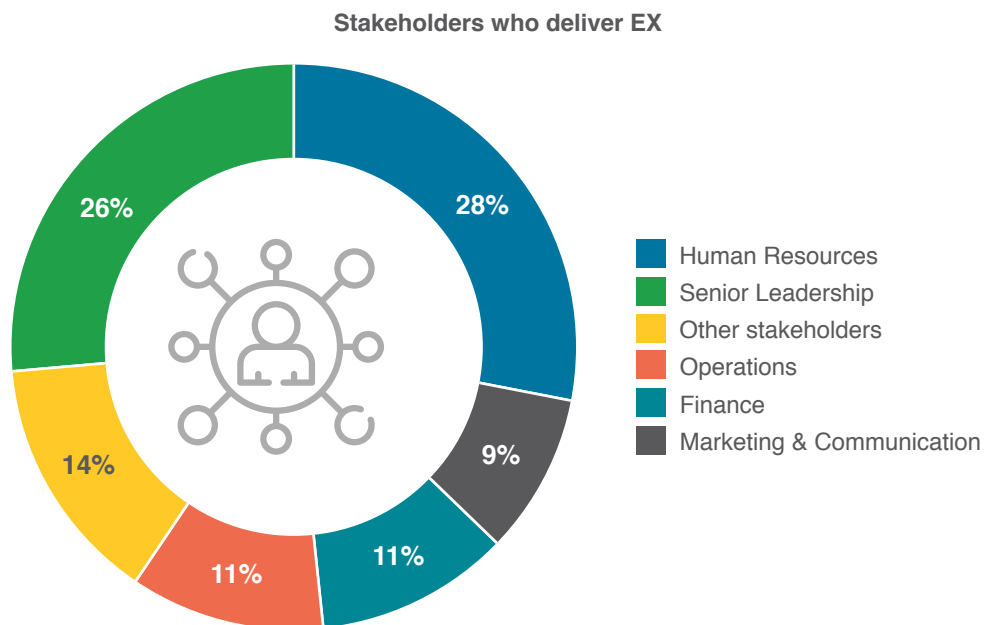
a substantial jump in organisations deploying some kind of end-to-end EX measure, **66% up from 49% in 2023**.

Awareness and focus on EX is slowly rising across Africa.

Employee Experience	2021	2022	2023	2024
Has your organisation formally adopted the concept of EX?	27%	42%	39%	↓ 35%
Does someone in the HR team have formal accountability to drive and own the EX?	29%	52%	77%	↑ 79%
Does your organisation deploy some kind of end-to-end measure of EX?	Not measured	49%	49%	↑ 66%

Various methods are deployed to gather data about the EX. The most popular ways are through surveys (41%), interviews (24%) and focus groups (21%).

Furthermore, and aligned with global thinking on EX, it takes a multidisciplinary team to make EX work. Respondents to the study indicate that teams from Human Resources, Senior Leadership, Finance, Operations and Marketing make up the main stakeholders who drive and deliver the EX.



## TREND #3

### Employee Personas

Finally, EX efforts in progressive organisations are based on the design of employee personas.

*"An employee persona is a profile of a specific employee segment that details their characteristics, attitudes, wants, and needs. HR teams can use these profiles to better personalise and tailor their initiatives to best suit their employees."*

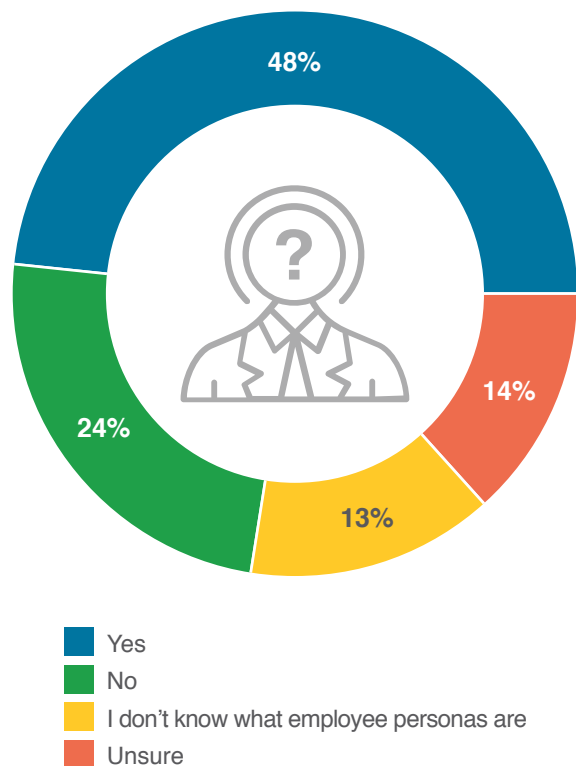
~ Lyssa Test, Culture Amp

Employee personas are a clever way to segment employees into groupings to ensure that the EX is designed around the characteristics of each of the identified groups.

Organisations are encouraged to spend more time identifying their personas and shaping solutions and designs to the personas.

**23% of participants reported their organisation uses an employee persona approach when developing the EX.** This is up from **20% in 2023**. At the same time, the percentage of participants not familiar with the term employee personas, has dropped from **23% in 2023 to 14% in 2024**. An evolution is coming!

Familiarity with the term employee personas



## TREND #3

### WHAT DO EMPLOYEES SAY?

One of the most critical dimensions of the **Africa People Advisory Group pan-African Employee Engagement survey** is the focus on Core Engagement. This short section of questions directly relates to the level of commitment employees have to their organisation. With an overall favourable score of **81%**, employees are committed despite some obvious opportunities for improvement in the EX.

What do employees say?	Favourable %
<b>Core engagement</b>	<b>81%</b>
• I am satisfied to work at my organisation at this point	78%
• I choose to do more than what is expected of me at my organisation	94%
• I would recommend my organisation as a place to work	82%
• If offered the same package elsewhere I will stay with my organisation	65%
• Working for my organisation makes me feel proud	85%

### Performance Management

Performance Management is arguably one of the most impactful processes that Human Resources functions can develop and implement. It is the process through which the strategy is deployed to all levels of the organisation. Over the last few years, the practice of performance management globally has undergone several changes.

An ideal performance management process should be designed around three key principles: **simple, ongoing and enabled by technology.**

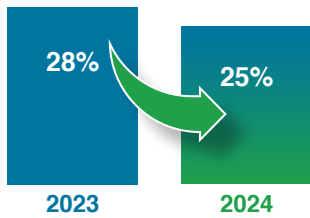
A few interesting trends can be observed from the study over the past two years:

- ✳ The prevalence of forced ranking has reduced (**28% down to 25%**).
- ✳ The focus on combining performance conversations with development conversations has reduced from the prior cycle (**63% down to 54%**).
- ✳ Fewer participants in the survey are reporting that the process is ongoing and engaging (**67% down to 62%**).
- ✳ Team-based KPIs are still being used at the same levels as last year (**stable at 69%**).
- ✳ Finally, simple user-friendly technology is used to support the performance management process (**22% in 2022, up to 58% in 2023 and up to 69% in 2024**)

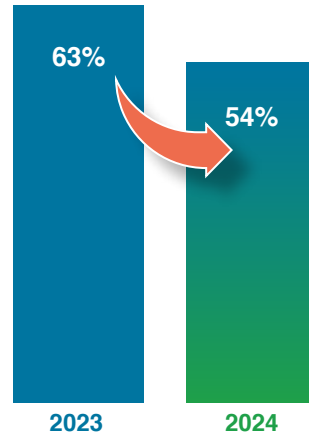
### TREND #3

A few interesting trends can be observed from the study over the past two years:

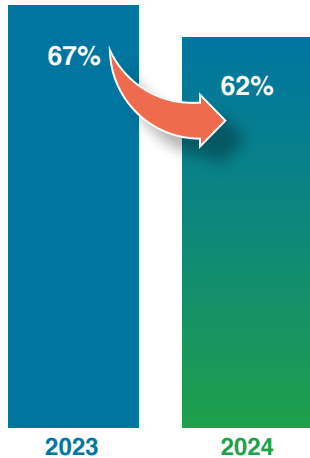
The prevalence of forced ranking has reduced between the 2023 and 2024 reports



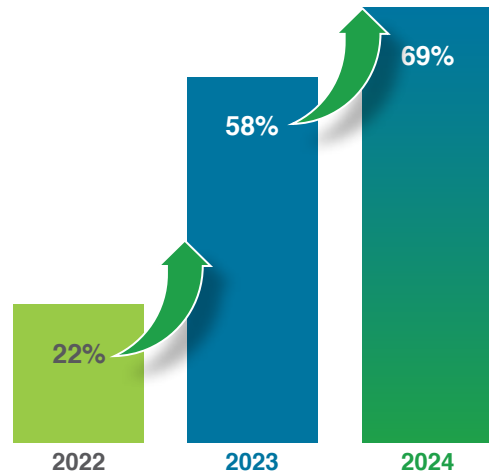
The focus on combining performance conversations with development conversations has reduced from the prior cycle



Fewer participants in the survey are reporting that the process is ongoing and engaging



Simple user-friendly technology is used to support the performance management process



Increasingly, performance management systems include the measurement of behaviour. This is to ensure that work delivery does not compromise organisational culture.

## TREND #3

Despite a substantial drop in the prevalence of multi-rater feedback between 2022 and 2023, the results for 2024 show an upward trend.

Performance management	2022	2023	2024
We deploy multi-rater feedback as a 360-degree assessment to measure the impact of behaviour	74%	33%	38%

In **80%** of these cases, the outcome also impacts the employee’s performance score.

The final aspect of performance management worth focusing on is understanding to what extent scorecards at the senior level are aligned with the company strategy and how cascading takes place.

- ⇒ **66%** of respondents report that the company scorecard and objectives are represented in the scorecards of their executive team, with each executive held accountable for a specific area(s)/ indicator(s).
- ⇒ **67%** of respondents report that the cascading of objectives and indicators from executives to senior leadership, down to teams and individuals, is evident in their organisation.

### WHAT DO EMPLOYEES SAY?

Employees' perspectives are represented through the lens of whether they find their work meaningful rather than the mechanics of the performance management process and practice.



This is one of the strongest scoring dimensions in the **Africa People Advisory Group pan-African Employee Engagement survey**. Employees are clear on what they need to achieve, they find their work stimulating, and they support the organisation in driving high performance.

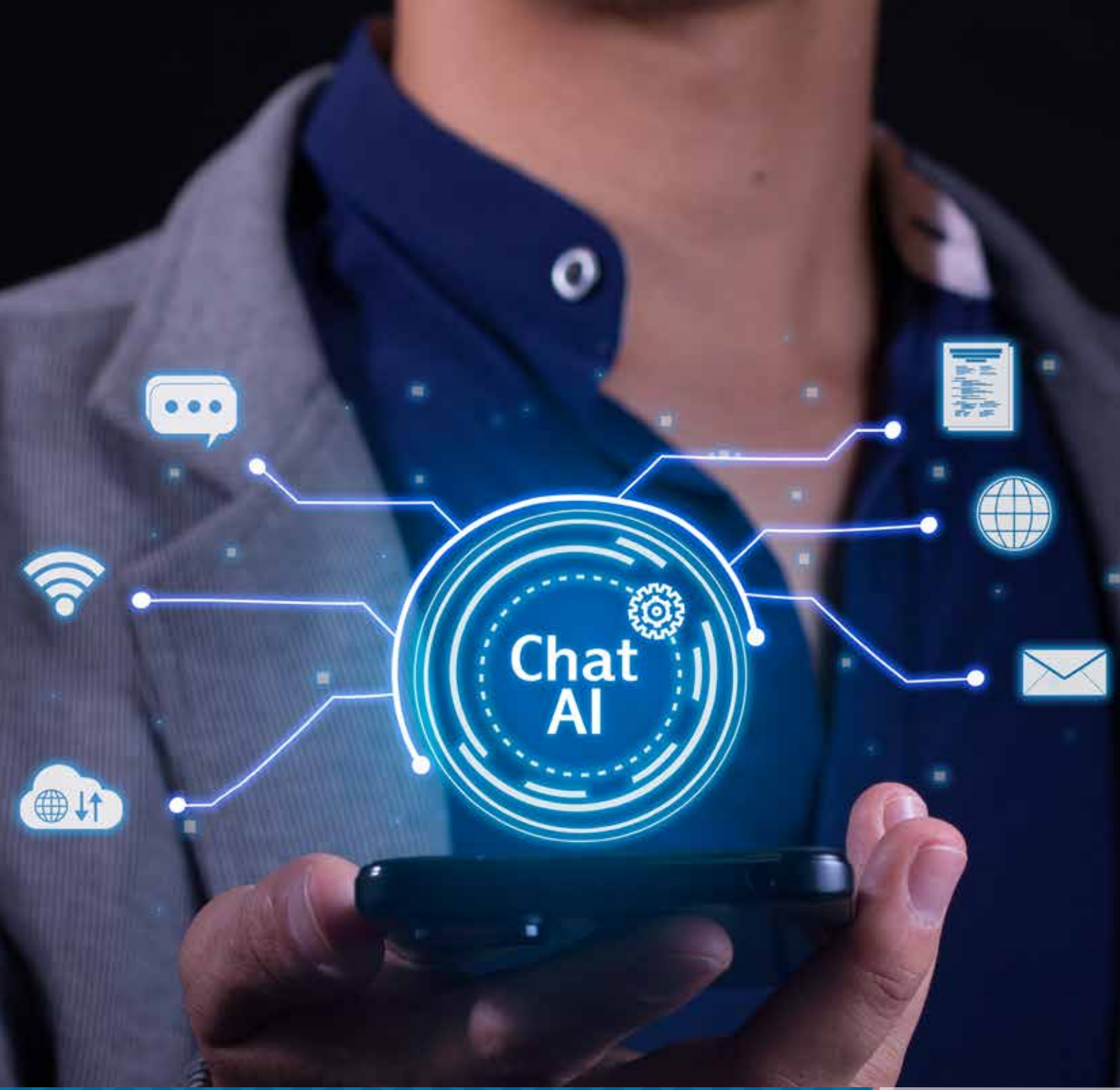
What do employees say?	Favourable %
<b>Meaningful work</b>	<b>92%</b>
• I am clear about how my job contributes to the performance of the organisation	96%
• I find my work stimulating	79%
• I know what I need to deliver	96%
• We are expected to maintain a high level of performance	98%

## TREND #3



The recommendations below cover several practices from the Africa People Advisory Group EX model and focus on areas of development as reported by participants. Each organisation is encouraged to determine which areas of development apply to their organisation

Practice	Recommended approach
 Onboarding	Gather data from employees who recently went through the onboarding process and involve them in redesigning the process to be more employee centric.
 Development	Competencies form the base for development, and thus a comprehensive leadership, behavioural and technical competency framework is a key enabler of the right development interventions.
 Reward	Job Evaluation is the base for rewarding employees fairly. Ensure all jobs are evaluated using a fair and defensible system at least every five years.
 Employee Wellness	Ensure the organisation has a formalised policy in place dealing with Employee Wellness. Track potential wellness issues through leave and sick leave usage and absenteeism.
 Employee Engagement & Employee Experience	Build a business case for adopting EX by using employee and business data and then run a pilot to prove the business case.
 Performance Management	Introduce formal one-on-one engagements between line managers and employees at least four times a year, and ensure part of the engagement is a conversation about development.



# TREND#4

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Vast opportunities exist to embrace AI and data in HR.



## 09 TREND #4

### Use of AI in HR

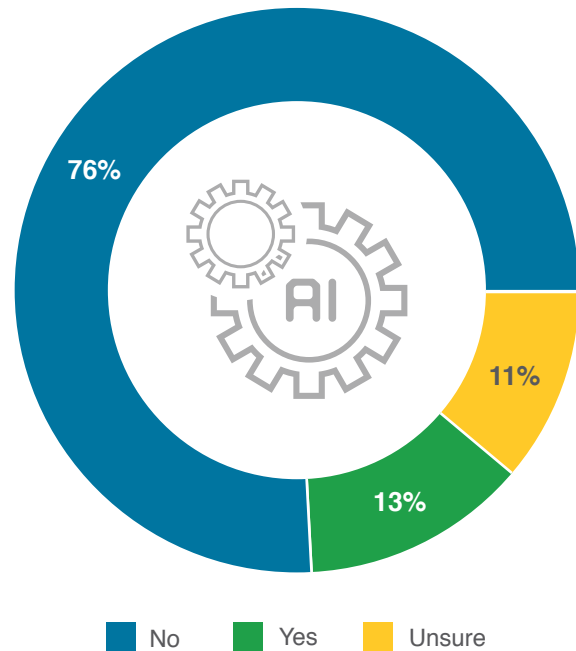
Since its launch on the 30th of November 2022, ChatGPT has taken the world by storm. It has transformed how businesses operate and has enabled organisations to deliver work at a faster pace and often with more depth.

Although some people remain sceptical about the use of AI tools in the workplace and its potential to take over whole jobs, AI tools cannot yet do 100% of any task. Human intervention is still required to brief the tool properly and then review and finalise the AI generated content.

Despite the global revolution in the use of AI tools, only **13% of HR functions have formally adopted the use of AI**, according to the survey respondents.



Has the HR department in your organisation formally adopted the use of generative artificial intelligence (AI) or other forms of AI (E.g. ChatGPT or Google Bard)?



Some of the areas HR functions are using AI for include:

- Attendance management
- Preparation of reports
- Performance Management
- Chatbots for HR queries
- Presentation preparation
- Employee service tool
- HR related research

## TREND #4



### Data and metrics

An essential part of the EX journey is the use of both business and employee data. Data enables HR functions to make data-driven decisions and solve business and people-related problems.

To build an efficient EX journey, it is important to gather data throughout the employee life cycle. This would include processes such as Onboarding, Employee Learning, Wellness as well as the exit process from the organisation. If one compares the data from 2023 to 2024 then more work is required to gather data at more regular intervals to develop the best possible EX. It is, however, encouraging to note that organisations are still gathering data outside of the normal traditional data cycles, in high percentages.

Data and metrics	2023		2024
Onboarding	66%	↓	58%
Employee Development & Learning	72%	↑	73%
Employee Wellness	83%	↓	75%
Exits	83%	↓	73%

*Please indicate if you gather specific data from the following events and processes to enhance the EX, outside of your normal employee survey.*

Over the last number of years, Africa People Advisory Group has observed an increased use of data and workforce analytics. Human Resources teams across Africa have been deliberate in building this critical skill to drive more data-driven decisions. It is however clear that the use of AI has not yet been fully embraced and more work is required in this regard to remain relevant in business.

## TREND #4



The recommendations in this report provide a guideline for potential ways to take a proactive approach. Each organisation is unique, and caution should be exercised when jumping into action without due consideration of both the intended and unintended consequences.



#### Develop a policy on the use of AI tools

Artificial intelligence is here to stay. Organisations and Human Resources functions that don't embrace it will soon fall behind in terms of productivity gains, efficiency and relevance. It is recommended that HR functions develop a policy for the use of artificial intelligence tools and build checks and balances to peer review all information used.



#### Identify all the “moments that matter” to employees and collect data related to these.

Different employees experience different moments that matter during their employment at an organisation. For some, it might be a productive performance review. For others, it might be attending a course they've always wanted to attend. It is critical to engage employees in understanding which are the most important moments that matter across the organisation and employee groupings. Then it is important to collect data through tools such as focus groups and surveys to understand how each of these moments has been experienced and how they can be improved across the organisation.



# TREND#5

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The fundamentals of the APAG EX model remain firm, it's time for action!



## 10 TREND #5

The EX study conducted by **Africa People Advisory Group** in 2023 resulted in the development of a model which organisations could use to deploy an EX framework in their organisations.

The framework's purpose is to provide guidance and direction to Human Resources professionals to start a journey that in many respects could be quite daunting. Based on the study in 2024, the fundamentals of the model remain intact. The feedback from participants, however, suggests that more work is needed to embrace EX as a concept and to deploy and enhance practices that enable a positive Employee Experience.

**More action is required from Human Resources professionals to give effect to the intent of EX.**

**It is now time to act!**



## TREND #5



The recommendations in this report provide a guideline for potential ways to take a proactive approach. Each organisation is unique, and caution should be exercised when jumping into action without due consideration of both the intended and unintended consequences.

#### Gather data and start a conversation

Modern-day organisations make data-driven decisions. A good starting point for the Human Resources profession is to gather data across the employee life cycle and to start building a case for change. Once sufficient data has been gathered, it would be prudent to start an internal conversation with select and identified stakeholders and decision makers. With the right level of support the business case for introducing employee experience can be taken to the executive table and the boardroom.

#### Experiment with one practice

There is no better way to build the case for change than by starting small and proving success. In this regard, it is recommended that one People practice is chosen to focus data gathering and design efforts on. Once the practice has been redesigned from an employee experience perspective, reducing complexity and increasing efficiency, it can be used as a test case to build further credibility for a full deployment of an employee experience model.

## 11 Final Remarks

A key message from the 2024 survey is that more work is required to embed an **Employee Experience** framework for companies operating across the African continent. The **Africa People Advisory Group EX** framework provides a useful guide to help Human Resources functions create truly people-centric organisational structures and cultures.

**The main focus areas for EX should be to:**

- ✦ Develop a set of leadership competencies that will support the development of people-centric cultures.
- ✦ Be intentional about measuring and developing an appropriate organisational culture.
- ✦ Gather data from multiple sources along the employee life cycle, specifically when certain events matter most to employees. Use this data to co-create appropriate practices and processes.
- ✦ Experiment, be willing to fail, learn from experiences, but never give up.

On behalf of **Africa People Advisory Group**, we extend our best wishes to all organisations embarking on an EX journey.







# Thank you!

For general enquiries, please contact us. We'd love to hear from you!



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