



2022

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



2022

EMPLOYEE BENEFITS AND HUMAN CAPITAL MANAGEMENT NATIONAL SURVEY

The Employee Benefits and Human Capital National Survey is an initiative of Tempus Global Group launched in 2021. In this second edition of 2022 we present the results that reflect the opinion of HR leaders and a sample of employees from each participating organization.

In this edition we highlight a 30% growth in the number of participating organizations (180), a greater representation of NGOs in the provinces, greater depth in some pillars and the inclusion in the opinion of employees who also answered some key questions in the survey.



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Notes for the Reader

Esteemed reader,

The labour market in Mozambique has developed cyclically and very quickly. The last cycle, that of the large mining companies, brought very important economic development because in addition to the arrival of the mining companies we had service providers, support companies and NGOs competing for local talent. We now see a new cycle with the companies in the oil and gas sector that will further increase competition in the labor market. Despite this economic evolution, many strategic decisions about the EVP (Employee Value Proposition) are made without a solid fact base that helps organizations to focus investment on people where returns are higher.

For this reason, Tempus Global Group in Mozambique launched the second edition of the Employee Benefits and Human Capital Management National Survey 2022, which took place between September and October of this year, and which reflects the opinion of human resources and employee representatives of the participating organizations.

We believe that a survey of this nature is very relevant for the labor market in Mozambique. Through this survey, the largest of its kind in the country, we can enable better decisions about people. People and how they perform, are an incredibly valuable asset. We can put ourselves in the shoes of the people who work for organizations in this country daily and consider what they value and need; provide a clear and objective picture of how organizations are operating in the country and highlight the key opportunities for employees and companies to thrive.

In our opinion, there are many advantages to participating in this survey. We would, however, like to highlight the main one: to guide the organizations to growth. This is possible through (I) creating a compelling offering that attracts and retains talent in the organization (II) support the creation of an environment that allows employees to perform at their best.

I Creating a compelling offering that attracts and retains talent in the organization.

With a comprehensive and competitive benefits package for employees, companies have a much better chance of attracting the best talent. It's easier to recruit. With a clearly defined career development and progression plan, companies are much better placed to hold onto key staff, along with their skills and experience.

This survey is a tool that can help organizations align employee motivation with their objectives and goals. Management and leadership can make decisions by analyzing best practices and what is the market trend in the human capital management component.

II Support the creation of an environment that allows employees to perform at their best.

The most crucial aspect of this survey is to support leaders in general and HR professionals in particular to change the way they perform people management in our country; creating a culture of greater contribution from employees in development, planning and execution processes helps deeply in employee engagement on a day-to-day basis. By evidencing that your organization has a focus on employees, that their opinions and wellbeing are valued, that you are committed to continuous improvement, employees realize that they are valuable stakeholders, giving them even more incentive to do their best, work as a community to achieve a common goal and thus increase productivity.

We are confident that the data presented here can serve the proposed purpose.

Yours Sincerely,



REPORT WITH
NATIONAL REFERENCE
DATA



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Contextualization and Objectives

The management of human capital in organizations has been undergoing major changes and innovations. With the increasing globalization of business and the gradual exposure to strong global competition, the expectation and the focus of employers in relation to their human capital has been productivity, quality and competitiveness.

It is through people that the solution to these problems can be achieved, because in this new context, they have become the competitive advantage of organizations. It is in people that we find the aptitude, motivation, creativity, organizational skills and leadership. Organizations are made up of people and depend on them to achieve their aims and fulfil their missions. And for people, organizations are the means by which they can achieve various personal goals with a minimum of time, effort and conflict.

Many personal goals could never be achieved through personal effort alone. Organizations are able to harness the synergy of the efforts of various people working together, thus showing the ability of people to gain and keep their jobs, and organizations to develop and utilize the intellectual and competitive skills of their members.

It is in this perspective that this survey is inserted: a tool to help organizations to attract, develop, motivate and retain their human capital. That is the main objective that Tempus Global Group has with this survey: to support our clients in all matters related to employee benefits, surveys and people development.

3

Methodology

This is the second year of the Employee Benefits and Human Capital Management National Survey, in which it considered the perspective of Human Resources leaders and employees.

This is a quantitative survey, which aims to present a view from an angle of who is, in a way, responsible for the people strategy within organizations and who is the main stakeholder in these benefits. The survey has as guidelines, the EVP (Employee Value Proposition) and is focused on the following pillars:

- **Compensation and Benefits;**
- **Career;**
- **Work environment;**
- **Culture.**

Why were only these 4 pillars of the EVP considered?

We consider these pillars because they address factors such as salary and recognition. It is important to emphasize that a good salary is not the only factor that leads an employee to feel satisfied with his or her work. The recognition and feedback culture, the space that is given for the employee to create and implement ideas and the existence of channels where he or she can report any situation of harassment or injustice have shown an increasing importance in people's commitment to their organizations. The new generations no longer want to be in an organization that does not bring them challenges or a place where they cannot explore their full potential.

In addition, benefits such as health insurance, life insurance, agreements with gyms, universities and the like also play an important role in building a consistent and attractive EVP for good professionals who seek good organizations where they can develop themselves and do something meaningful.



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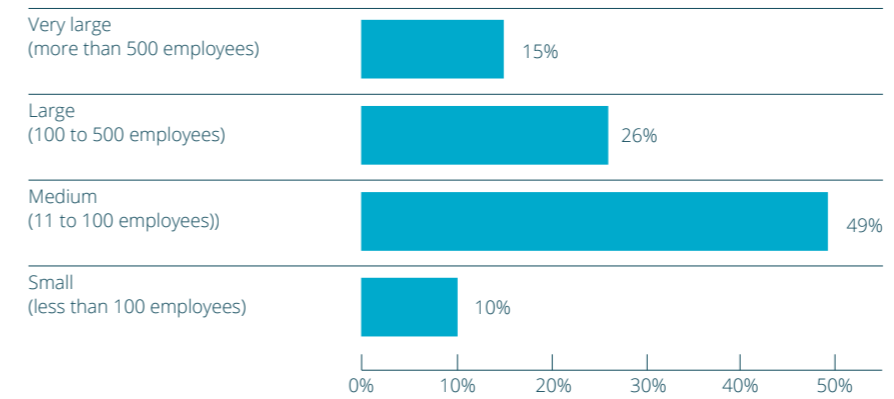
Participating Organizations

The survey was completed by 180 public, private, cooperation agencies and non-governmental organizations.

The managers of Human Resources who answered the questionnaire are based throughout the national territory except for Gaza and Zambezia. Regarding the collaborators, we had representation in all the provinces of the country.

In the chart below we show the types of participating organizations compared to the 2021 survey.

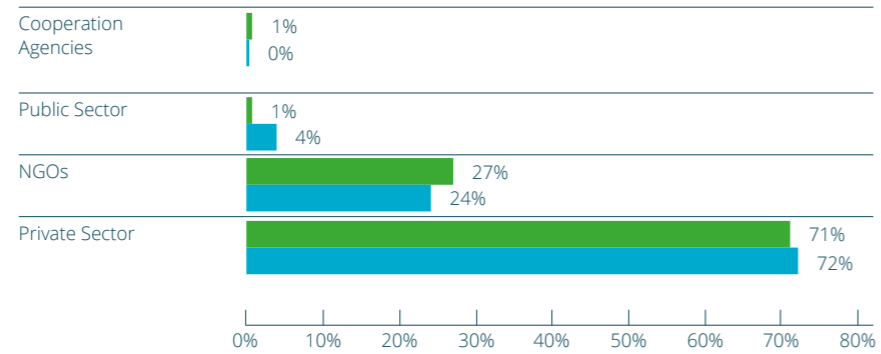
49% of participating organizations have more than 100 employees, 26% are between 100 and 500 and 15% have more than 500 employees..



SIZE OF PARTICIPATING ORGANIZATIONS ACCORDING TO CLASSIFICATION IN MOZAMBIQUE

TYPES OF PARTICIPATING ORGANIZATIONS

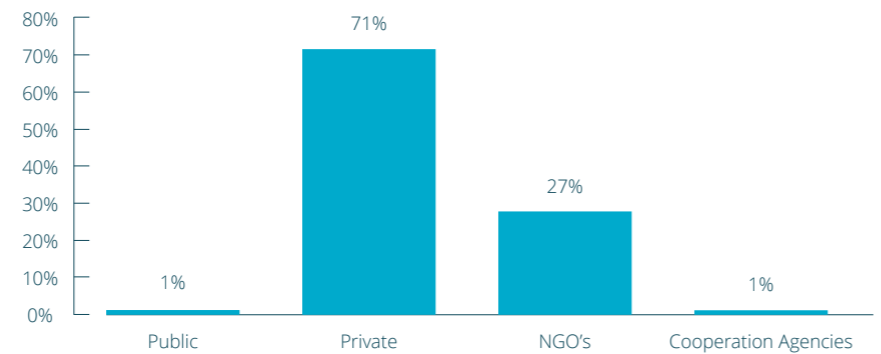
2022
2021



The participating organizations represent several business segments and the company, namely: Financial services, Extractive Sector, FMCG, Logistics, NGOs of the health sector, among others.

40% of the participating organizations are local autonomous, 17% are part of other regional organizations and 43% are part of organizations based outside Mozambique, which leads us to conclude that the people management strategy of the participating organizations is mostly designed outside the country and implemented locally.

SECTORS OF PARTICIPATING ORGANIZATIONS



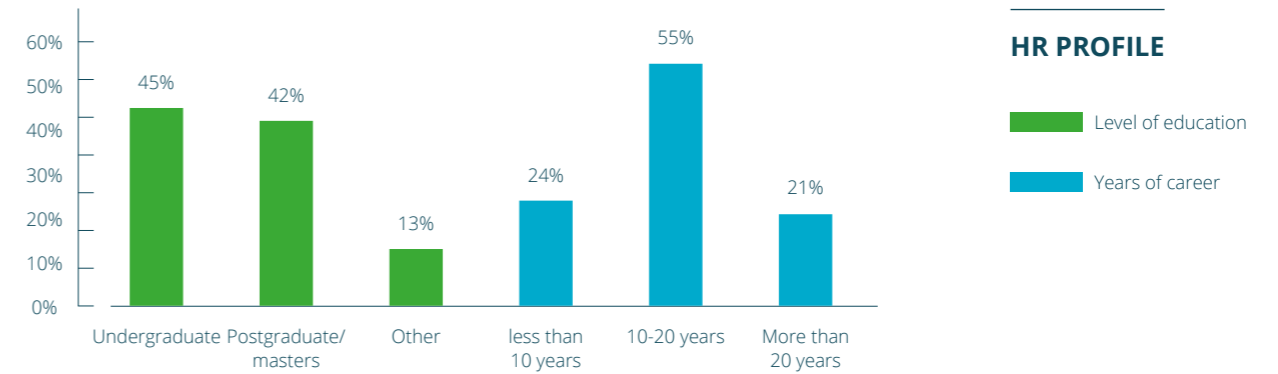


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Profile of the Professionals who Answered the Questionnaire

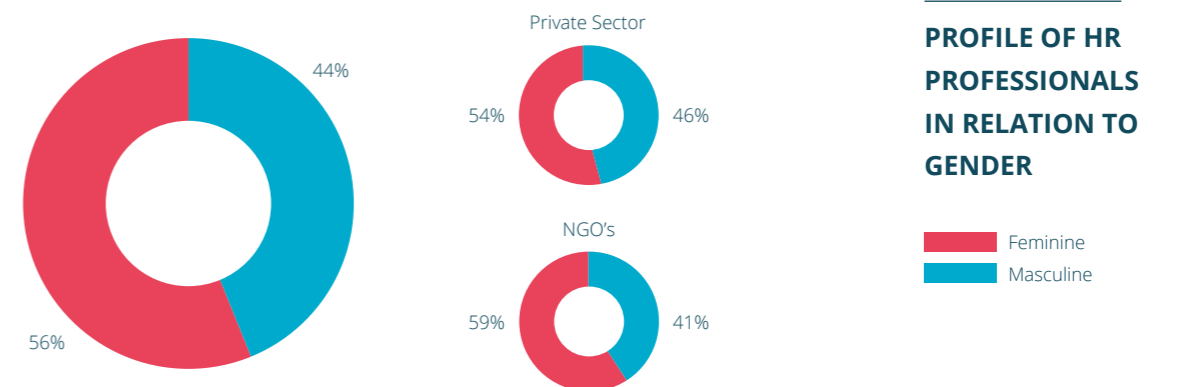
55% of human resources professionals who answered the questionnaire have more than 10 years experience, 21% have more than 20 years and 24% have less than 10 years experience.

On the other hand, 45% of HR leaders who have answered the questionnaire have a Bachelor's degree and 24% have a master's degree, according to the chart below "HR Profile".



Regarding the time in role, 60% have less than 5 years in the current position, which indicates high mobility of HR professionals in the organizations participating in this research. Only 9% have been in the current position for more than 10 years.

56% of the HR professionals who answered the questionnaire are female and 44% are male. In the private sector there is a greater balance between the two genders than in non-governmental organizations where there is an 8% difference against 18% for NGOs.



BETTER HEALTH FOR BETTER FUTURES

For **Hollard Mozambique**, where collaboration is vital, the broader development of the economy and servicing of clients to world-class standards will continue through a mix of innovation and technology, all aimed at providing the best care in Africa.

A proven partner is welcomed in Mozambique, where health and education are among the essential services unevenly delivered across the country. Hollard Mozambique has 20 years of experience understanding local conditions and building relationships across this fertile country.

With the launch of the new Hollard Health product, we want to ensure that we are committed to this market and that we guarantee to deliver a combination of fabulous digital tools, empowering people to take charge of their health and well-being, including the crucial human touch.

When big things happen, real people with real expertise will guide your personnel in every step of the way. We take care of the details so

they can focus on recovery. Our time in health insurance has shown us that it is about way more than paying the bill.

We are looking at employed individuals, and we are looking at employers who want to ensure they can draw and retain the most talented individuals. We do particularly well in industries where expertise and knowledge are required. Where you have to attract the best skills, you must offer a good mix of benefits.

This speaks to providing those rich benefits and ensuring you get access to care outside of Mozambique where required.

Hollard Health product our product is international, we cover the costs of accessing care outside of Mozambique if the care is unavailable locally. You can also choose an area of cover that is wider than just Africa.

If you have an ex-pat employee who is ill and needs to return home to be treated in a facility you know and trust, we will ensure it.

These initiatives help Mozambique thrive through health insurance and wellness tools designed for the unique needs of her people.

To find out more, please email us at info@hollard.co.mz and we will happily get back to you.



Work for Sanlam Moçambique Vida Seguros

Compensation used to mean the financial and non-financial reward paid to the employee for the services provided by him/her to the organization and **Sanlam Moçambique Vida** give to their employees a reasonable salary for each position.

Compensation is a form of direct remuneration, as it is related to the performance of the employee. While compensation is a payment in cash or kind, benefits are the consideration in kind, provided for the services offered.

Besides de salary, Sanlam offers the following benefits to it employee:

1. Workman Compensation.
2. Medical aid - 100% for the main member and 75% to the dependents.
3. Pension Fund Contribution of 6% by employer and 3% by employee.
4. In case of permanent, partial disability or death, we pay a benefit for the employee or to the dependent that is covered.
5. We do cover the funeral costs of the dependents (Wife, Husband, Kids, Father and Mother).

About our Culture

Culture of winning as one

Our culture, underpinned by our values, is a key enabler to achieving our purpose. It is the glue that holds us together.

As an **Elite Employer**, we want to attract the best people in the market and enable them to learn, lead and live our shared purpose: to empower generations to be financially confident, secure and prosperous. That's why **"Live with confidence"** is more than just a motto. It's our brand promise to do everything in our power to help all our stakeholders to live with the kind of confidence that can make a real difference – financial confidence.

1. Businesses as social enterprises

Gartner research shows that 74% of employees expect their employer to be more actively involved in current cultural debates. As forces for good, businesses are expected to use their voices when appropriate and authentic. We encourage our people to also get involved through volunteerism as they are connected to our organizational purpose.

2. Diversity, equity, and inclusion

DEI is crucial for attracting diverse talent and forming pivotal leadership pipelines. Hybrid working (remote and in-office) may increase the number of women in leadership, which benefits the overall business.

3. Flexibility and productivity

The pandemic has changed where we work. The focus will shift to hybrid ways of working with focus on output, rather than hours.

4. Mental well-being support

Increasingly, employers are offering mental well-being support as part of EVP. This can be in the form of access to counselling, meditation apps, online yoga, 'mental health days' and more.

5. Shifting talent approach

Another trend we may see is more companies 'renting' talent to compete for in-demand skills. While it's critical to build a pipeline of young talent, it'll be increasingly necessary to quickly acquire capabilities to bridge gaps.

The Workforce Profile of Participating Organizations

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The majority of the participating organizations have their workforce distributed in the 31-45 age group intervals, which represents 59% of employees, and 22% between the ages of 26-30, which shows a relatively young workforce, most of them being part of the so-called "young millennials" or millennials whose benefits have a great impact on this stage of employees' lives.

According to international research cited in an article by the Jesuit University of Scranton (www.scranton.edu) in the United States there are 3 aspects that attract the young millennials and generation Z to stay in organizations today:

Thriving corporate culture

The millennial generation doesn't want to spend the day in a stuffy corporate office, type documents in their cubicle and then go home. They want to be part of a community. Most young professionals find a community atmosphere in organizations that creates a unique corporate culture.

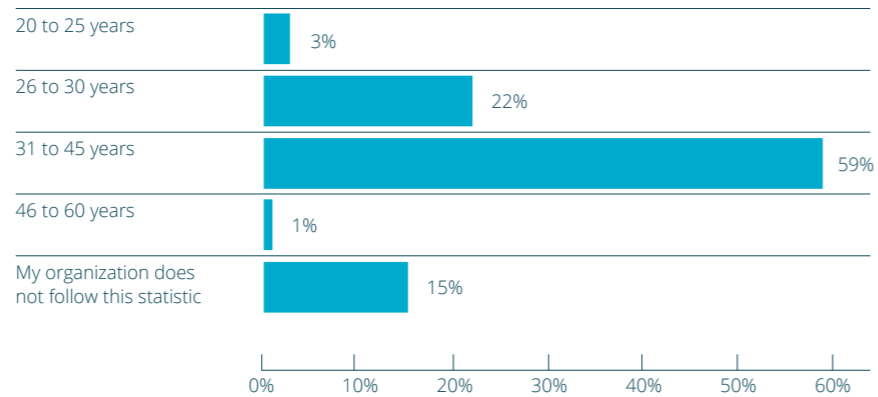
Benefits for the employee

Employee benefits may not be as eye-catching as corporate culture, but they are one of the many things young professionals are looking for. The survey indicates that increases and bonuses are at the top of the list for the millennial generation. Holiday and sick leave are also important, but an even bigger attraction for young workers is flexible working hours. The millennium generation wants to work from home (remotely), plan their own 40-hour work week or be able to buy additional time off. The motivation of the millennium generation is also driven by healthcare and retirement plans. Young professionals are well aware of the rising cost of healthcare and want competitive options for healthcare and retirement packages.

Mentoring

The idea of a job mentor is not new, but the millennial generation gives it a new twist. Usually, the mentor, who is much older than the person being mentored, is the teacher. It is a one-way relationship, but that is not the ideal structure for the millennial generation. The millennial generation believes that a mentoring relationship is a two-way street. Both parties learn from each other. Young professionals receive feedback from mentors and also provide feedback to their mentors.

AVERAGE AGE OF THE LABOR FORCE



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MozParks Holding is an official developer and operator of Sustainable Economic Zones in Mozambique. It is a Public-Private-Partnership between the Mozambican Government Agency for Investment & Export Promotion – APIEX (Ministry of Industry and Commerce - MIC) and Swiss-Mozambican investors.

MozParks invests, develops and operates Sustainable Economic Zones, which includes Eco-Industrial Parks, Agro Parks, Industrial Free Zones and Special Economic Zones (SEZ). It has become home to some of Africa's key players within the manufacturing, industrial, import and export business by offering a model for sustainable development, rapid economic growth and social development in Mozambique. With the cumulative investment of USD 4 billion MozParks has created over 10,000 jobs during its more than 23 years of operation and proved record of success.

MozParks has Free-Zones and Non-Free Zones within the parks which offers a complete investor solution through infrastructure development such as Industrial Land, access to electricity, all-weather Roads, warehouses and soft infrastructure corresponding to advocacy Services, licensing Support, skills development & training. The Free-Zones provide fiscal incentives along with tax and custom duty exemptions. By doing business within MozParks companies can benefit from the circular economies, economies of scale, business facilitation, shared infrastructure and services.

Beluluane Industrial Park (BIP) is the 700 ha of ready developed properties and industrial land for lease in a Free Zone and a Non-Free Zone. It is situated in the heart of one of the most industrialised and productive regions of Southern Africa. The park is in the South of Mozambique, 20 km from the port of Maputo and 2km away from the main highway which grants access to South Africa's border located approximately 70 km away.

Topuito Industrial Park (TIP) in the Nampula province locates on 215 ha of land and is developed with the view of accommodating suppliers of our anchor-partner Kenmare Moma Mining. The TIP started operating in September 2022. In addition to other industrial facilities the Topuito offers on-site residential accommodation.

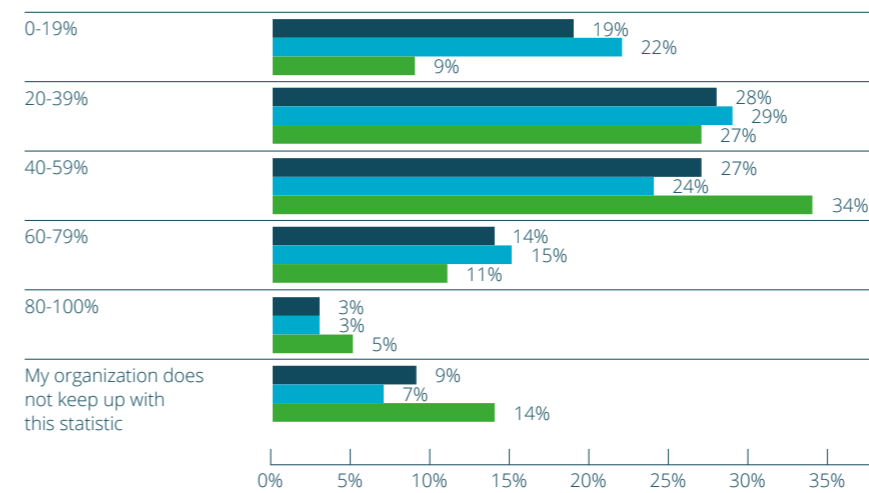
Cabo Delgado Parks (CD Parks) is an initiative of the Cabo Delgado government and MozParks with a goal of developing a cluster of 4 industrial parks and 1 logistic base around anchor projects in Balama, Montepuez, Ancuabe, Palma (Afunge) and Pemba. The parks will influence the sustainable development of the province planned by the Cabo Delgado government.

MozParks is a co-founder of MozYouth alongside First National Bank (FNB), Hollards Group, Syrah Resources (TWIGG Exploration & Mining) and DP World which is a training programme on developing employability, entrepreneurship and professional development skills. It is supported by international and Mozambican donors.

MozParks owns the Club of Mozambique news website, the first and biggest digital media platform in English in the country.

Proportion of Women in the Workforce

In the chart below we can observe that NGOs are the ones that mostly employ women. 34% of NGOs have between 40-50% of women in the workforce, compared to 24% in the privado sector, with 5% of NGOs having more than 80% of their female workforce.



PROPORTION OF WOMEN IN THE WORKFORCE

- All organizations (Public, Private, NGO's)
- Private Sector
- NGO's





8

Survey Focus Areas

We believe that an organization's EVP (Employee Value Proposition) is its Identity Card and the main premise for attracting, retaining and motivating talent.

Often an organization does not yet have its "EVP" structure, but all employees know how to explain why they work there, or why they chose that organization to work for. As we are an organization focused on employee benefits, we understood it was methodologically appropriate that we used the EVP logic to build this research. Therefore, it was based on the premise that we chose 4 pillars to compose the research, whose strategy is presented in the scheme below.



SURVEY FOCUS AREAS

BETTER HEALTH FOR BETTER FUTURES

Helping **Mozambique thrive** through **health insurance** and wellness tools designed for the unique needs of her people.

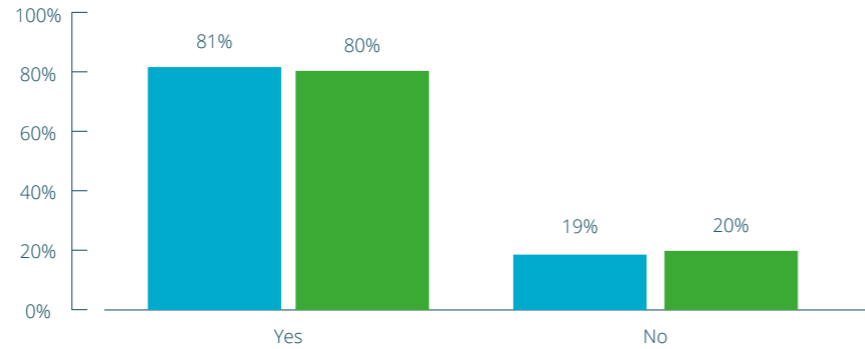
To find out more, please email us at info@hollard.co.mz and we will happily get back to you

8.1 About the value proposition to the employee

In the survey we assessed the level of understanding that organizations have about the employee value proposition to have a clear picture on whether each of the pillars described above were considered by the participating organizations. 80% of HR professionals think that the

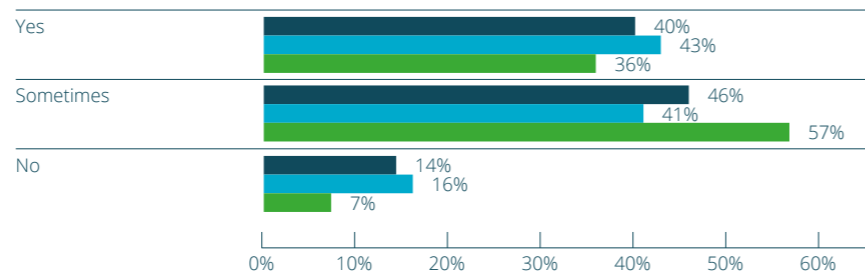
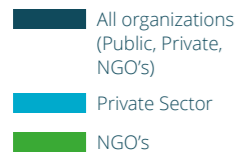
organizations' EVP is clear and aligned with the organizations' strategy while 20% think that the EVP is not aligned with the organizations' strategy. This same question was asked to employees and the results are similar, as shown in the chart below.

EVP CLEAR, FOCUSED AND ALIGNED WITH THE ORGANIZATION'S STRATEGY



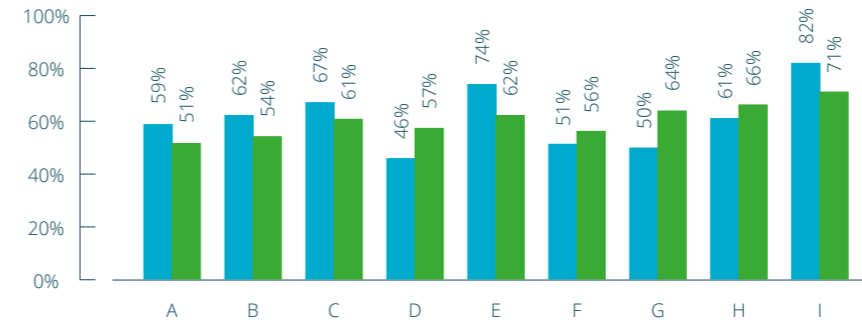
From the perspective of HR professionals, it is not always the case that employees understand the full value of the proposition offered by organizations. This lower understanding is relatively greater for NGOs than for private sector.

THE EMPLOYEES UNDERSTAND THE EVP OF THE ORGANIZATION?

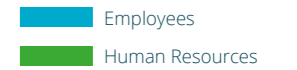


8.2 About the impact of the value proposition to the employee

Commitment, acting as an ambassador for the organization and attracting talent are, in the opinion of employees, the aspects with the greatest impact on the organizations' value proposition to employees. HR managers agree with commitment but consider safety and quality of life as having the greatest impact.



HIGH IMPACT



- A Competitive advantage- that distinguishes the organization from its competitors
- B Preferred employer in the industry- it signals to the market that the organization is a good place to work
- C Attraction- the organization attracts candidates likely to support the brand and values of the organization
- D Retention-employees are more engaged, motivated and committed to the organization
- E Advocates - employees act as ambassadors for the brand or the organization
- F Better understanding of employees - the organization understands the needs of employees, just as they understand the needs of customers
- G Quality of life - the quality of life and wellbeing of employees is part of the strategy
- H Safety - we convey an image of wellbeing to our employees
- I Commitment- our employees are proud to be part of the team

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9

Survey Analysis

9.1 Compensation and Benefits

Compensation was understood in this survey as remuneration that systematically provides a monetary value to employees in exchange for the work performed.

Remuneration and benefits were divided into four basic categories:

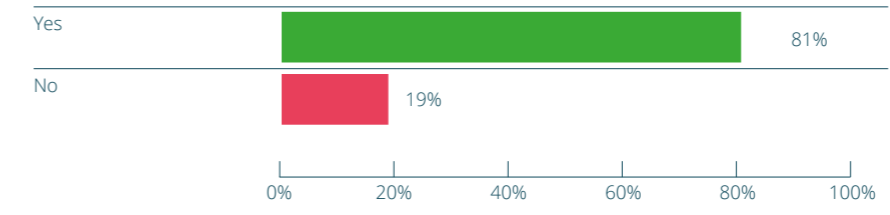
- **Guaranteed payment** - fixed monetary reward (in cash): basic salary + cash allowances (e.g., housing allowance, transport, etc.).
- **Variable payment** - non-fixed monetary reward (cash) performance bonuses, incentives, among others.
- **Benefits** - programs to supplement remuneration (paid leave, medical insurance, company car, fuel aid, etc.).
- **Long-term compensation** - programs that an employer uses to provide real or perceived property in the organization, which links the remuneration of an employee to the long-term success of the organization (stock purchases, investments, etc.).

All questions in this pillar refer only to employees of organizations based in Mozambique, not to all employees of the organization based in other countries.

Compensation and benefits policy

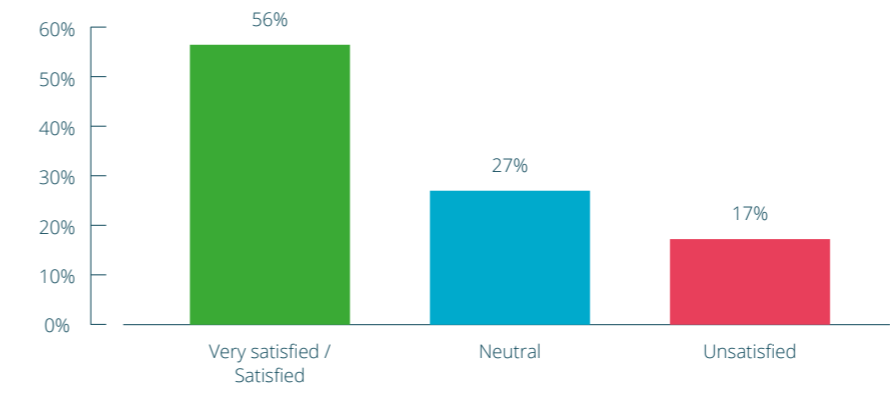
According to HR leaders, 81% of participating organizations have a

structured remuneration policy and 19% do not have any remuneration structure such as a pay scale and indicators to provide transparency in the way they pay.



THE ORGANIZATION HAS A FORMAL COMPENSATION AND BENEFITS POLICY

However, 56% of the employees who responded to the survey are very satisfied (7%) or satisfied (49%) with the compensation policy and benefits of the organization, and the remaining 44% are neutral (27%) or dissatisfied (17%).



LEVEL OF SATISFACTION WITH THE C&B POLICY

Remuneration (guaranteed payment)

The majority (35%) of organizations remunerate their employees with salary, guaranteed cash benefits, non-cash benefits, variable incentives, long-term incentives (stock options). 30% remunerate with salary, non-cash benefits, variable incentives (year-end bonuses, recognition). 16% compensate with salary, guaranteed cash benefits, non-cash benefits, variable short-term incentives and 7% with small incentive programs such as: special time off, discounts on shopping or gym membership, etc. as detailed in the table below.

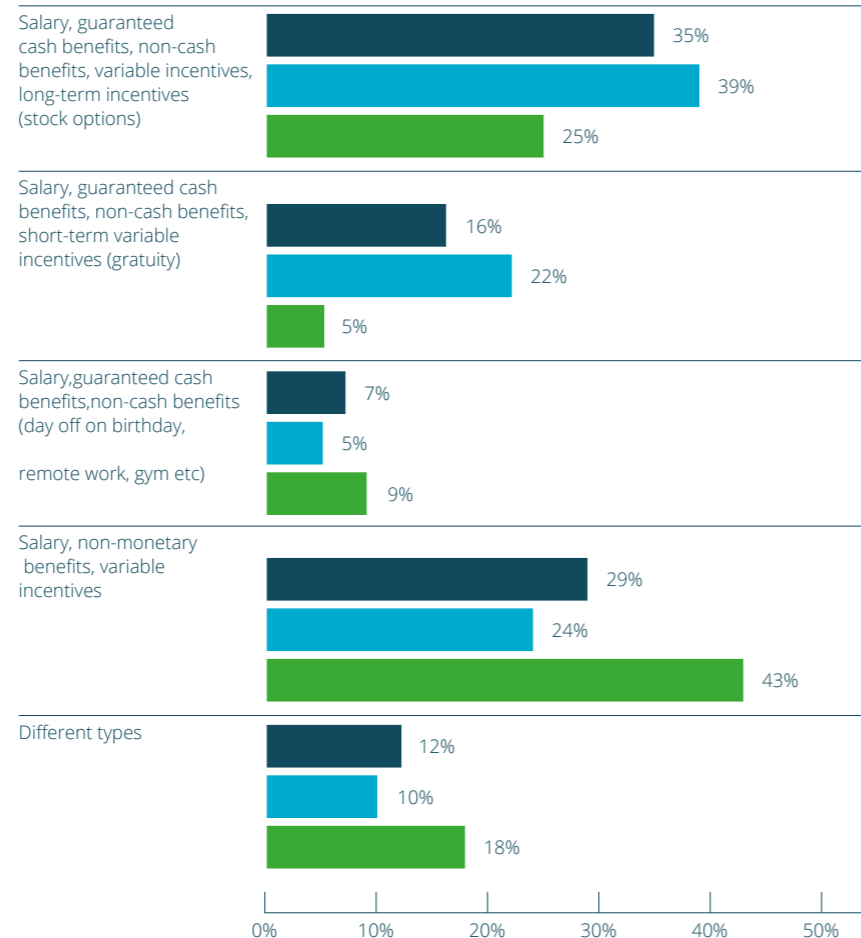


Variable	%
Salary, guaranteed cash benefits, non-cash benefits, variable incentives, long-term incentives (company stock options)	35%
Salary, guaranteed cash benefits, non-monetary benefits, variable short-term incentives (bonus/gratification)	16%
Salary, guaranteed cash benefits, non-monetary benefits, variable short-term incentives (bonus/gratification)	7%
Salary, non-monetary benefits, variable incentives (end-of-year bonuses, etc.)	30%
Different types of remuneration	12%

In the following graph you can see the Compensation and Benefits structure of participating organizations divided by the private sectors and NGOs.

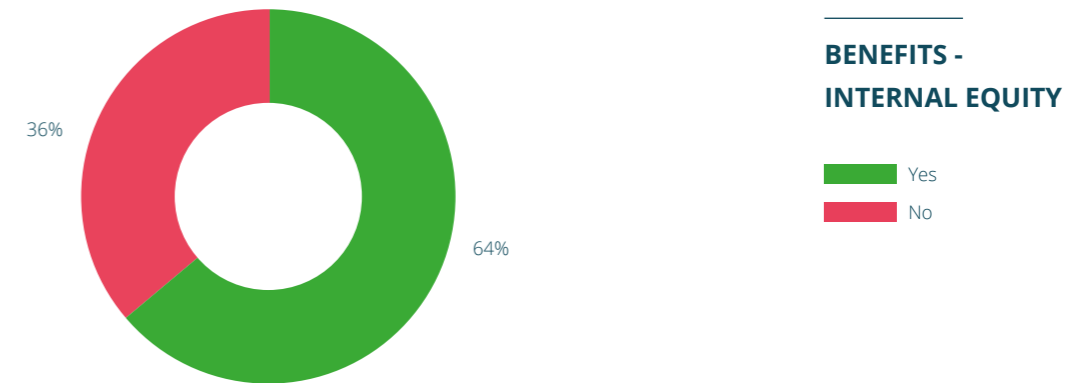
C&B STRUCTURE

- All organizations (Public, Private, NGO's)
- Private sector
- NGO's



Benefits and internal equity

64% of participating organizations give the same types of benefits to employees and managers and 36% differentiate between these two hierarchical levels.



The most important benefits

84% of employees consider the list below as the 5 most important benefits:

- 1° Insurance/health insurance
- 2° 13th Salary
- 3rd Life Insurance
- 4th University Training Grant and Technical Courses
- 5th Funeral Insurance (for NGOs) and 14th salary for the private sector

Health Insurance

Health Insurance is the most common benefit among organizations. Only 14% do not offer it to their employees. It is important to note that in the 2021 survey, only 12% of participating organizations did not offer this benefit.

The high level of offering is driven by the fact that on one hand most participating organizations are part of other international organizations and on the other the fact that health coverage is highly

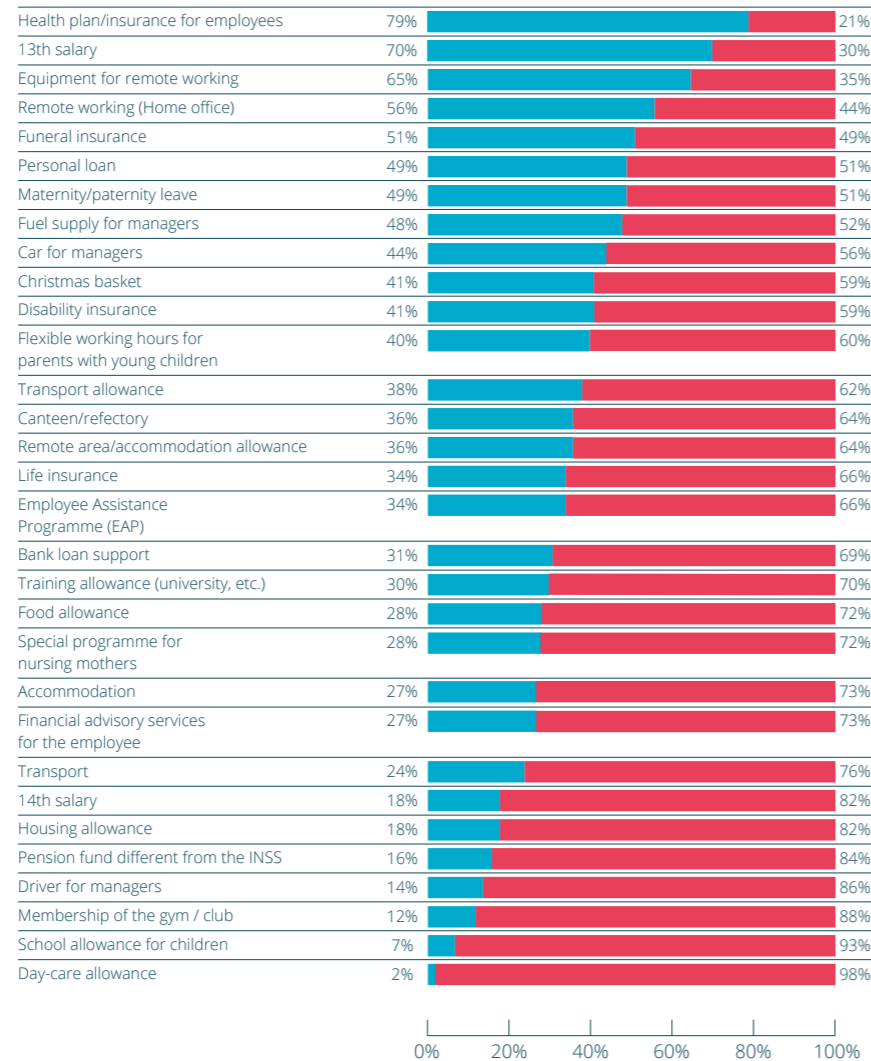


valued by the generation of young employees under 45 years of age the impact of the covid 19 pandemic also has an ultimate influence on the decision of organizations to prioritize this benefit over others also considered important in the retention of talent.

In the chart below we show the sum of the benefits offered by organizations according to HR professionals.

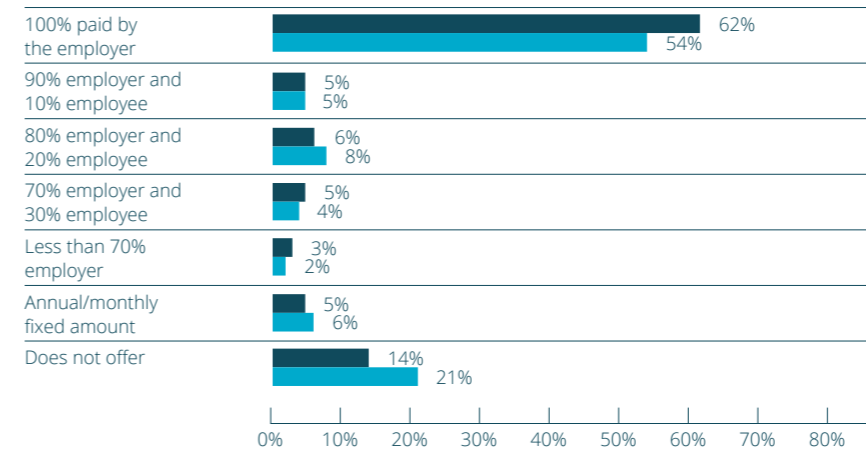
BENEFITS OFFERED

Offers
Does not offer



Health insurance support

Most organizations support 100% of the value of health insurance, while the rest either partially pay the value of this benefit with the employee paying the rest or offer a fixed monthly amount as per the graph below.

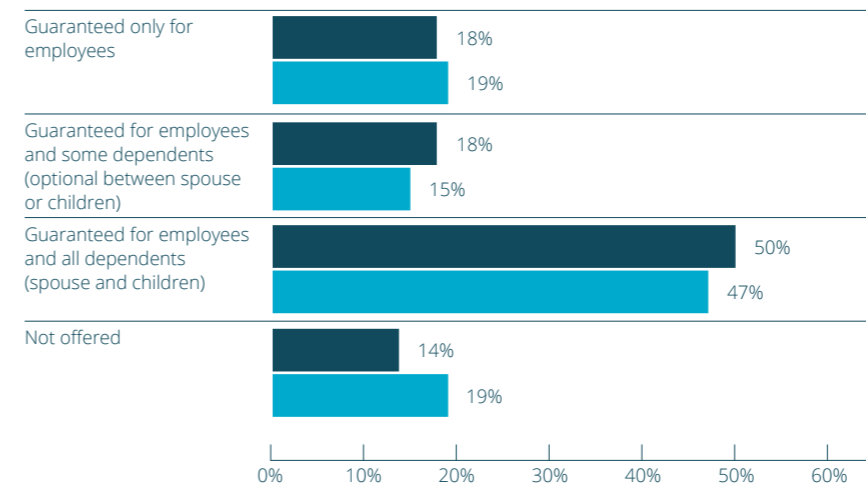


HEALTH INSURANCE SUPPORT

Managers
Employees (not managers)

How is health insurance offered by the organization?

Most organizations that offer health insurance extend the benefit to employees and dependents, as shown below.



HOW HEALTH INSURANCE IS OFFERED BY THE ORGANIZATION

Managers
Employees (not managers)

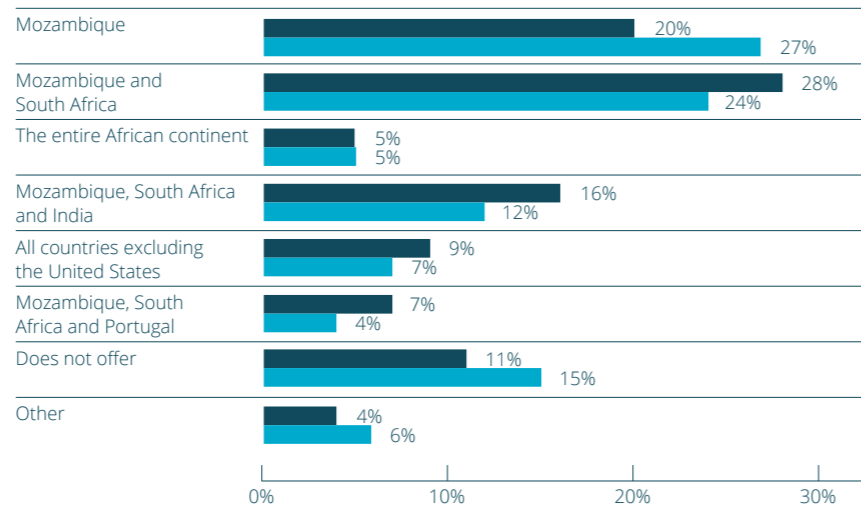


Health Insurance & Coverage Countries for Emergency Evacuation

Most of the health plans/insurance of the participating organizations have coverage in Mozambique or Mozambique and South Africa as per the graph below.

HEALTH INSURANCE COVERAGE COUNTRIES

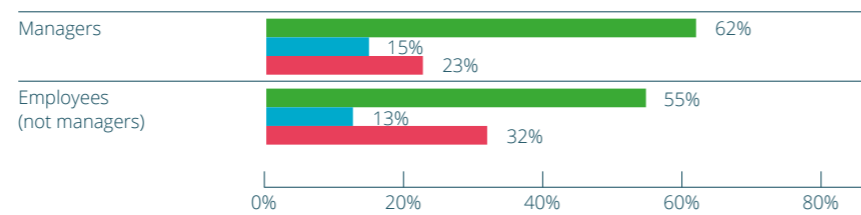
Managers
Employees (not managers)



62% of health plans/insurance of participating organizations cover emergency medical evacuation for managers and only 55% for employees.

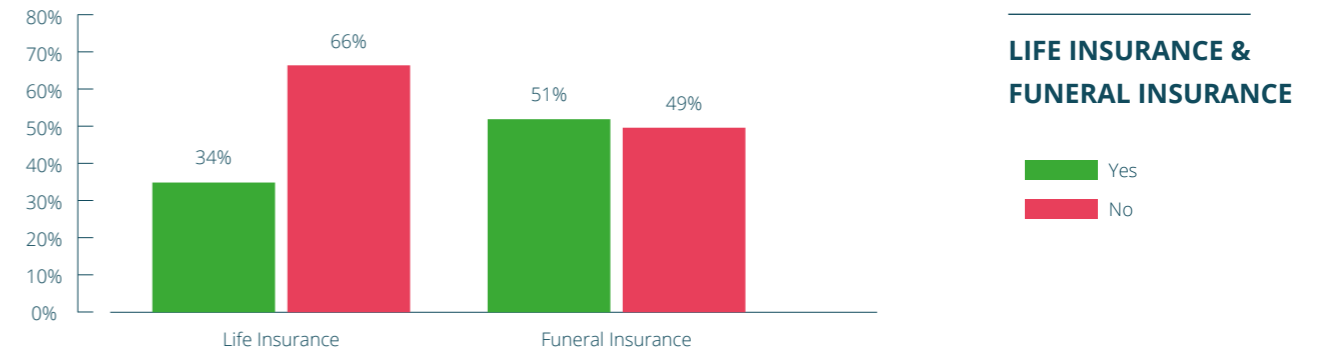
EMERGENCY EVACUATION COVER

Yes (covers 100%)
Yes (partially covers)
No



Life Insurance & Funeral Insurance

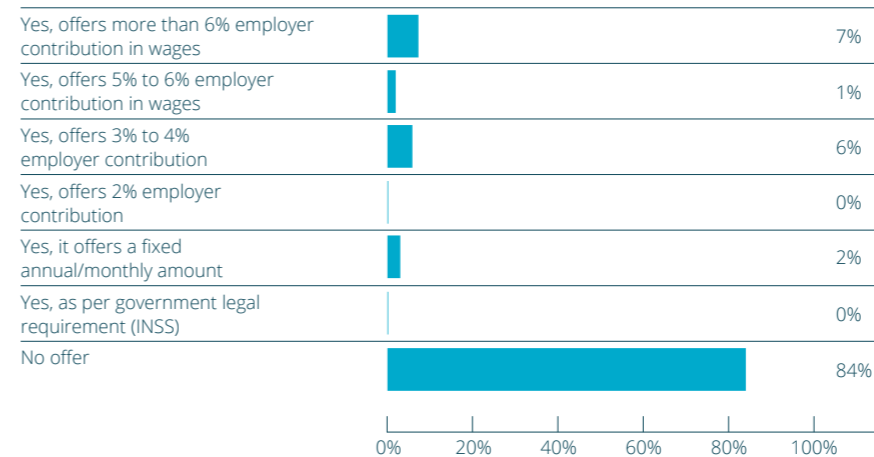
66% of the participating organizations do not have Life Insurance, although this is considered the 3rd most important by employees. Comparing this with Funeral Insurance, there is a greater tendency for organizations, especially in the private sector, to offer this benefit to their employees.



Pension Fund and long-term benefits

Long term benefits such as Pension Fund and Life Insurance are not offered by a significant portion of the organizations despite being long term financial benefits that are highly valued, especially by employees in the pre-retirement phase.

84% of the participating organizations do not offer a Pension Fund complementary to the INSS to their employees.



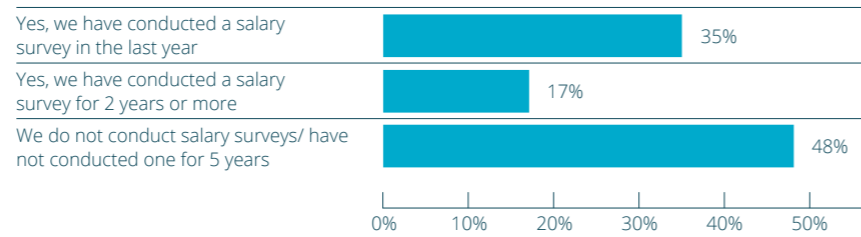
PENSION FUND AND LONG-TERM BENEFITS

Salary survey

The practice of the Salary survey has not been common in 48% of the participating organizations. 17% participate in a survey every 2 years and 35% participated in a salary survey in the last year.



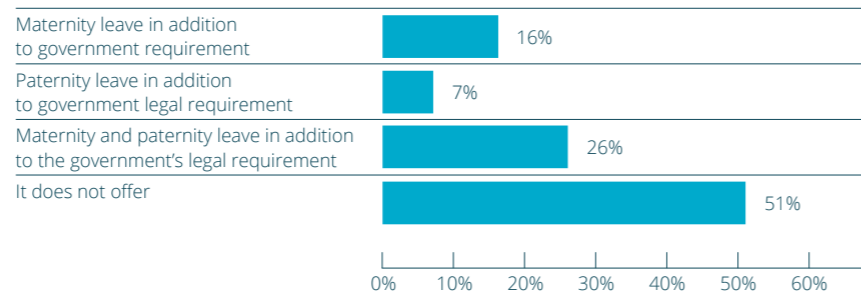
SALARY SURVEY



Maternity/paternity leave additional to that stipulated by law

51% of organizations do not offer any additional maternity/paternity benefits. However, there are some that offer more either paternity/maternity or both above what is required by law, as noted in the chart below.

MATERNITY/ PATERNITY LEAVE



Well-being, physical and mental health as part of HR strategy

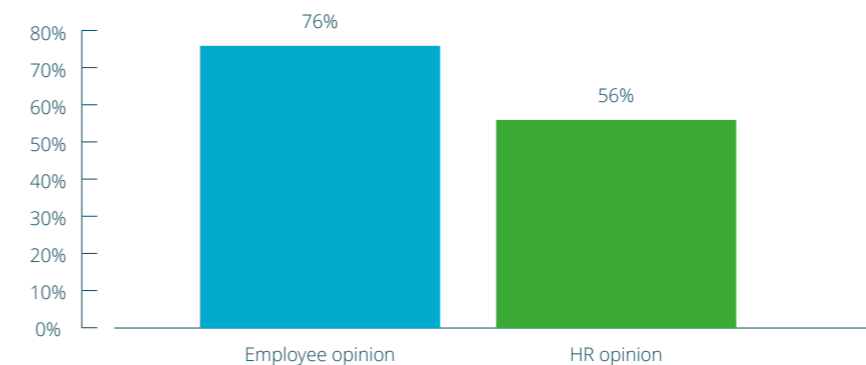
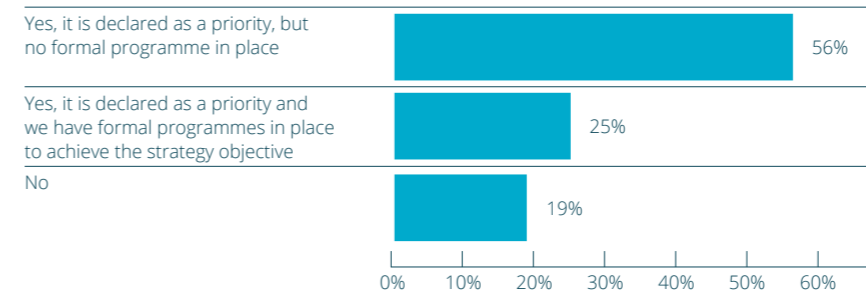
56% of organizations have wellbeing, physical and mental health as part of their HR strategy. However, in the opinion of HR leaders, although it is stated as a priority, there is no concrete program. This same question was asked to employees, and 76% say that although a priority there is no concrete program implemented.

The difficulty of balancing wellness and work occupation can lead to various health problems. This challenge affects thousands of individuals around the world, so this issue should be part of organizations' HR strategy, not just in intentions.

Although relatively easy to define as a priority, implementing concrete actions on this front has been a major challenge for HR professionals. What this survey shows quite clearly is that these are

also the challenges for organizations in Mozambique. Creating a safe and healthy environment, focused on encouraging social interaction, can make all the difference in organizations in a way that does not always require a budget line to take care of this matter. An open and supportive leadership, which promotes the practice of talking about problems as soon as they arise, can prevent them from reaching the stage of requiring medical or psychological treatment among employees.

In the 2 graphs that follow we can observe how this issue is being dealt with in the organizations in Mozambique that participated in this survey.



WELL-BEING, PHYSICAL AND MENTAL HEALTH AS PART OF THE HR STRATEGY

DECLARED AS A PRIORITY, BUT NO FORMAL PROGRAM IMPLEMENTED

The main physical and mental health improvement programs implemented in the organizations' that participated in this research are as follows:



- Wellness advice
- Physical activity incentive programmes
- Blood pressure awareness programmes
- Tobacco control and weight control programmes
- Stress control; and
- Chronic disease control.

9.2 Career

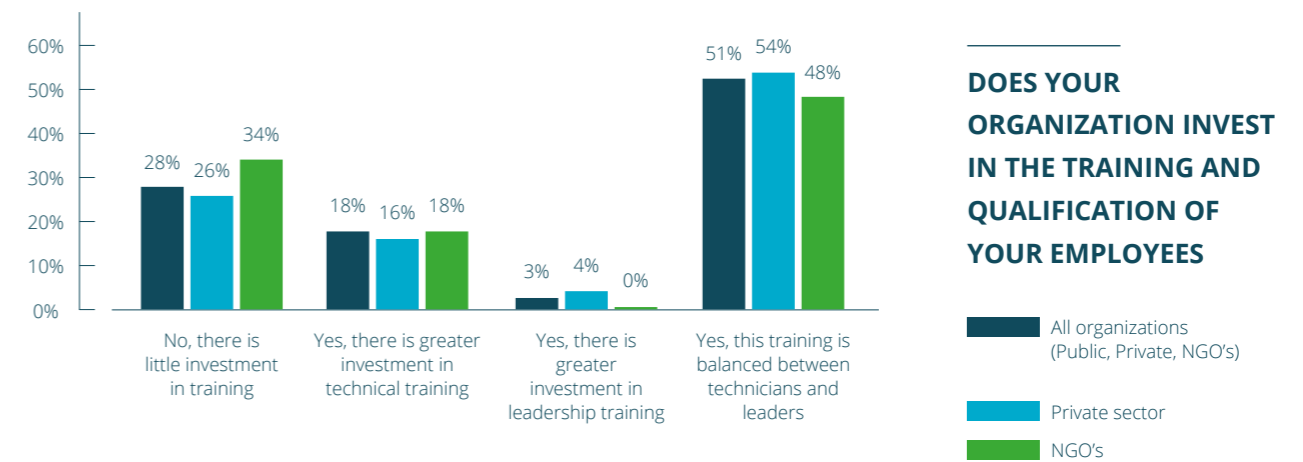
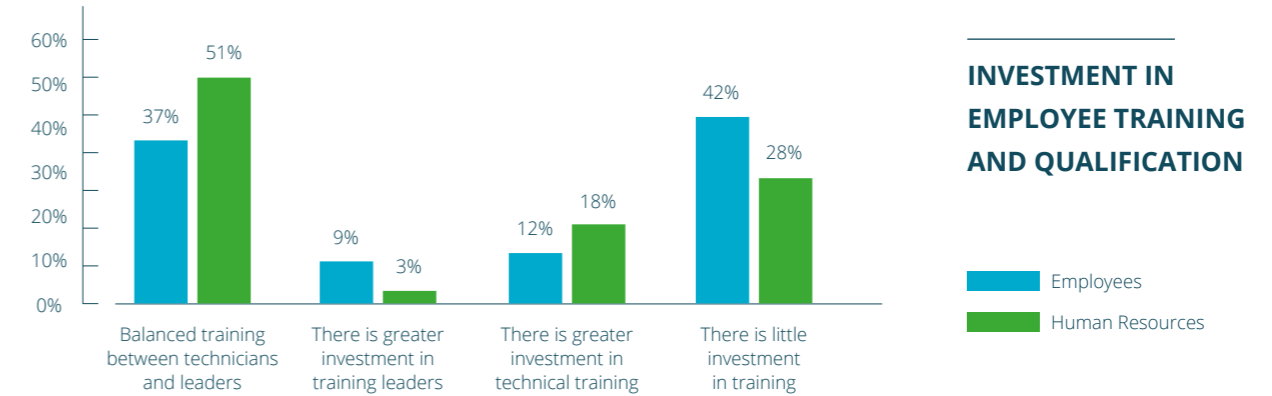
Organizations today cannot promise their employees a lifelong career or a permanent job. The role of organizations and their leadership is to help the employee to manage their career and grow professionally by providing training, job progression and increasing responsibility. This pillar of the research was built with the aim of checking to what extent organizations create this space for professional growth and what kind of support is given to employees to learn, develop and search for personal and professional growth opportunities.

One of the most constructive forms of career development for the professional is to go through challenges that contribute to increased responsibility in a logical way that helps to develop technical and behavioral skills as they take on greater responsibilities.

Investment in training

In the opinion of 51% of HR managers, the investment in training is balanced between leaders and technicians but 28% say that there is little investment in training. There is greater investment made by the private sector than by NGOs in technical and leadership training, as we can see according to the graph below. This question was also put to the employees and 42% affirm that there is no investment in training.

We see that there is a great discrepancy between the opinion of HR and the perception that employees have about this investment.

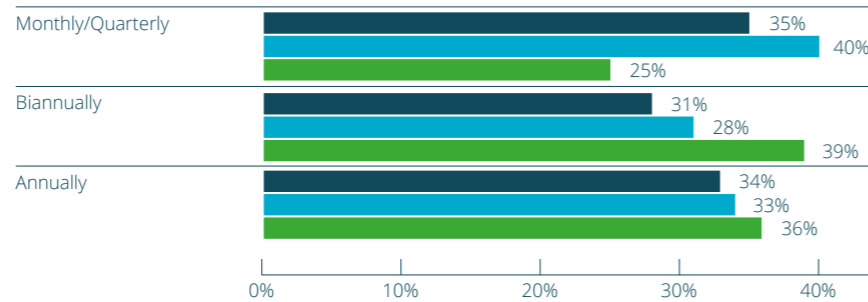


Line managers and team evaluation

Overall, line managers have structured evaluation conversations with the team monthly or quarterly, which demonstrates a good practice of supervision and development. The private sector appears to be doing this process more regularly than NGOs. This question was also asked of employees and the results are similar to that answered by HR leaders.



HOW OFTEN DO LINE MANAGERS HAVE FORMAL PERFORMANCE APPRAISAL DISCUSSIONS WITH THE TEAM?

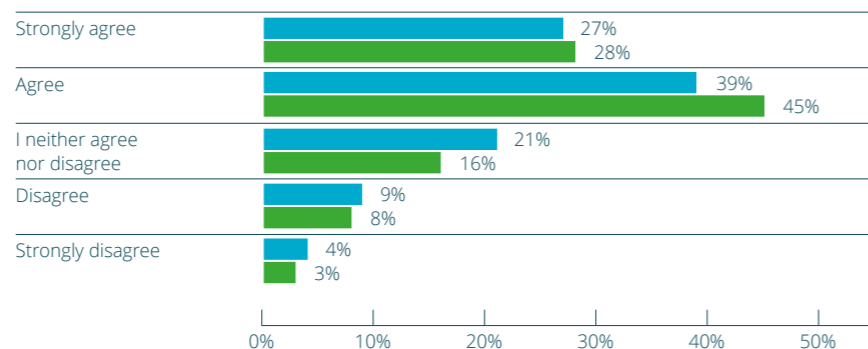


Do leaders communicate effectively?

73% of HR leaders believe that communication between managers and employees is effective. When we asked the same question to employees, only 66% confirmed this premise.

On the other hand, 13% of employees say that communication is not effective and 21% are neutral on this subject, which allows us to draw some possible conclusions, such as:

- About 34% of employees do not consider communication effective.
- HR leaders may be taking a biased view on the issue.
- Only 28% (HR managers) and 27% of employees are sure that communication between managers and employees is effective.

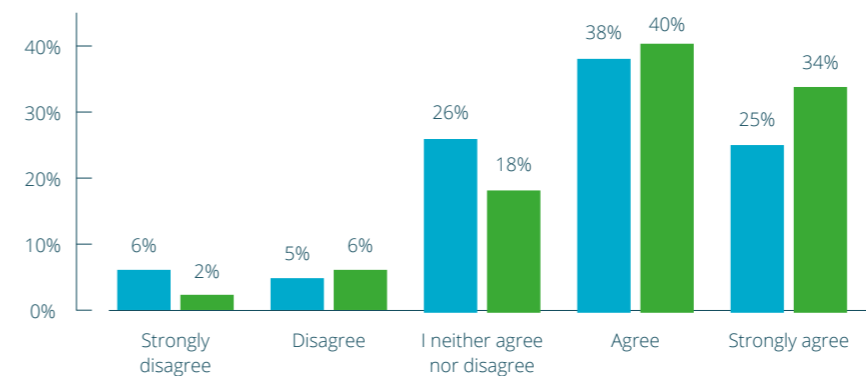


REALITY OF ORGANIZATIONS REGARDING COMMUNICATION BETWEEN LEADERSHIP AND EMPLOYEES



Leaders are able to resolve conflict issues

According to employees 37% of leaders of the organization are not prepared to resolve conflicts quickly and respectfully. This number differs from the opinion of HR leaders who consider that only 26% of leaders of the organizations have no conflict resolution skills.

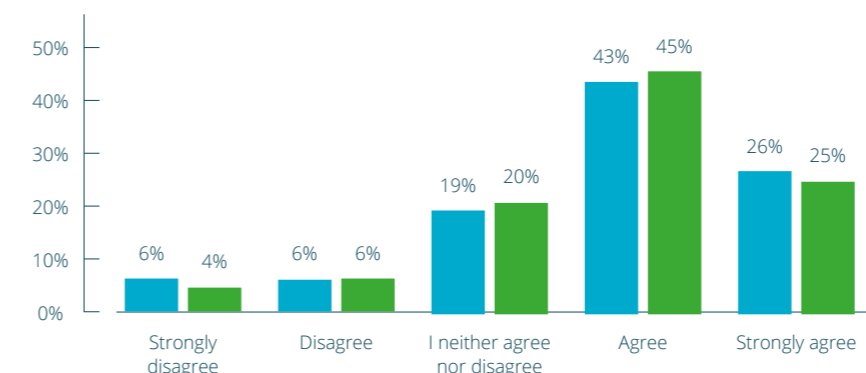


LEADERS ARE ABLE TO RESOLVE CONFLICTS RESPECTFULLY AND QUICKLY



Leaders are prepared to give positive and constructive feedback

The result presented for this question is quite balanced in relation to what employees and HR leaders think where 70% of HR leaders say leaders are prepared to give positive feedback and 69% of employees think the same.



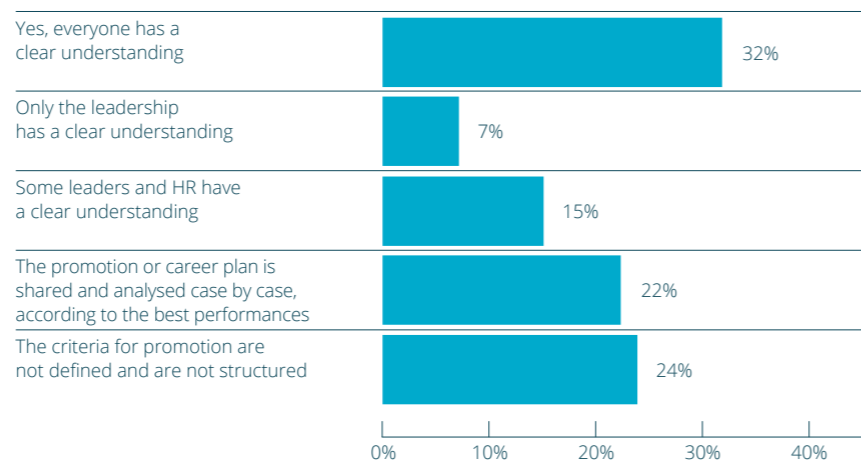
LEADERS ARE PREPARED TO GIVE POSITIVE AND CONSTRUCTIVE FEEDBACK



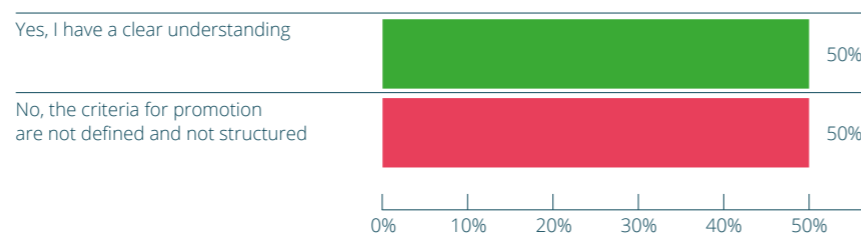
Promotions and career movement are clear and structured

24% of the HR leaders of the participating organizations do not have a clear and structured promotion program. 22% state that promotion and career plans are shared and analyzed subjectively on a case-by-case basis. 50% of employees asked state that promotion and career criteria are not defined and are not structured.

HR LEADERS



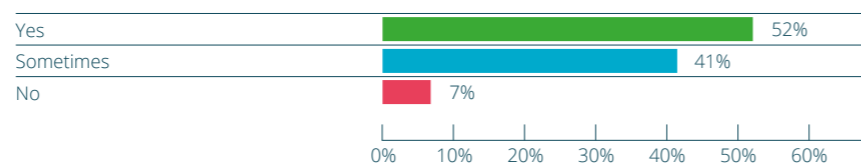
EMPLOYEES



Young talent is challenged with new projects

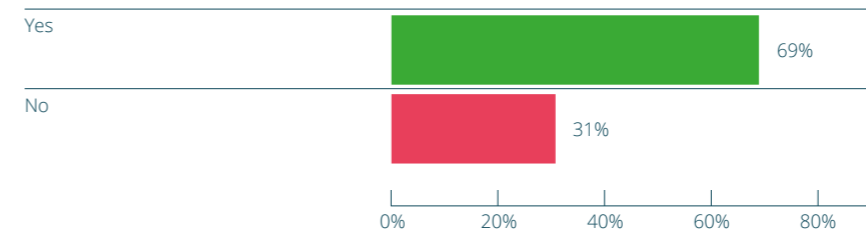
52% of HR leaders say that their philosophy is to challenge employees with new projects. This data is confirmed by employees where 54% say the same as HR leaders.

YOUNG TALENTS ARE CHALLENGED WITH NEW PROJECTS



Performance aligned with promotion and career

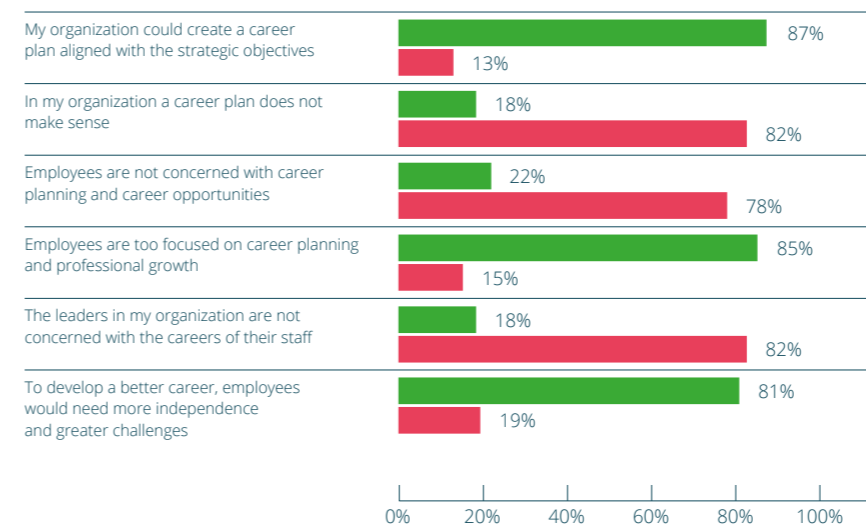
69% of HR leaders think that during annual performance reviews, merit and performance are discussed so that the employee understands how their production (delivery) correlates with remuneration. The same question was asked of the employees and only 55% positively confirm the question. The difference between the response of employees and HR leaders is 14%.



PERFORMANCE ALIGNED WITH PROMOTION AND CAREER

Career plan

In the chart below we can see the importance of a professional career from the perspective of HR leaders. 87% think the organization could create a career plan aligned with the organization's strategy. Only 18% think leaders are not concerned about the careers of team members and 81% believe employees need more independence and greater challenges to develop their careers.



CAREER PLAN

Yes (Green)
No (Red)

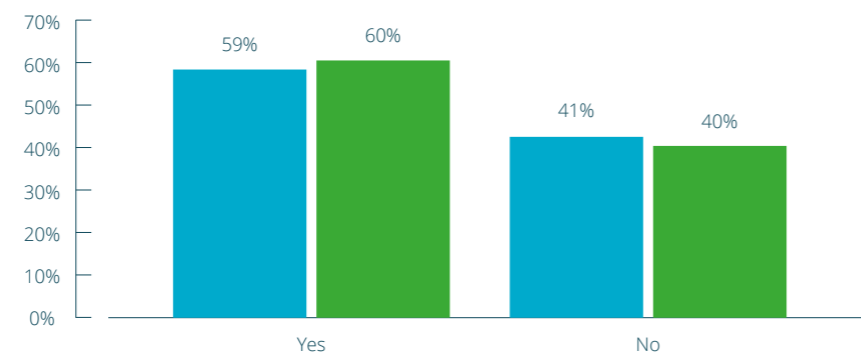


Level of satisfaction with career planning

Career planning may constitute one of the biggest challenges for the participating organizations. In the graph below we can see that 40% of employees and 41% of HR managers are not satisfied with the career models implemented by the organization.

LEVEL OF SATISFACTION WITH PLANNING AND THE CAREER OPPORTUNITY

Employees
HR



9.3 Work Environment

The work environment affects the mood, motivation, mental health and performance of an organization's employees. If professionals have a gloomy and hostile work environment, lacking joy and comfort, they are unlikely to have enough confidence or job satisfaction to speak up about their concerns or give their best to the organization. This is why creating a positive work environment is critical to the success of any organization that claims to be modern and wants to have better talent among its workforce.

Building a healthy work environment should be one of the priorities of the leaders of organizations and human capital managers. The reasons are many and undeniable. There are several studies that point out that happy people are more productive, sell more and are more creative.

Taking care of the work environment improves productivity, helps retain talent and, most importantly, is good for the mental health of the organization as a whole. There are a few things that help us take care of the work environment, namely:

Good work organization

The sensation of disorder, even of chaos, generates a lot of insecurity and a feeling of inefficiency. On the contrary, organizing work around a clear strategy, where every member of the team knows their roles and objectives, contributes to a good working environment. Thus, better results are achieved in less time and employees can cooperate with each other in a more orderly way.

Healthy leadership

The proper management of relations between the different hierarchical levels is not only based on having authority, but also on being an authority. Therefore, authentic, coherent and ethical leadership is essential to generate a climate of trust in which employees feel that their needs are met, and that the organization is an ally in the process of the professional growth of its members.

High level of team cohesion

Interactions between co-workers are essential to take care of the work environment. For this, they should not rely solely on something inevitable such as interdependence. It is desirable that they also include positive emotional bonding. A healthy work environment is really built when working together is not felt by employees as a punishment they have to endure but as a positive process.

Physical atmosphere and ergonomics

Light, temperature, decoration, noise, office layout, ergonomic quality of tables and chairs, office size... All these tools contribute to a good work environment, as they influence comfort, concentration and interactions. Therefore, they affect the emotions experienced by employees, the creativity they can develop and, ultimately, the quality of performance.



Physical security

Employees should not perceive the work environment to be a risk to their physical well-being. In addition to standard prevention of occupational risks, it is now necessary to keep in mind that an organization cannot intend to reconcile presence, health and pandemic without taking the necessary preventive measures and making employees feel that the workspace is safe and without threats.

Psychological security

As with physical risks, it is also important to prevent psychological risks: the employee should not consider the organization as a threat to their personal well-being.

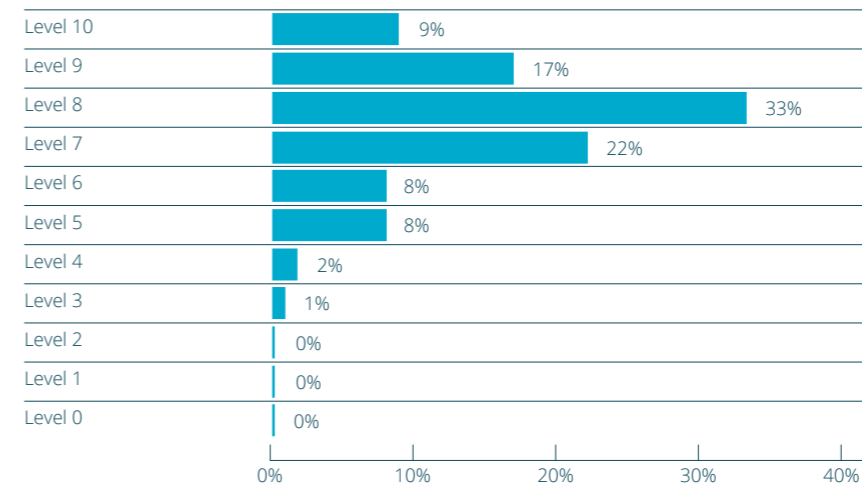
We talk a lot about preventing anxiety, stress and burnout syndrome, and we need to continue to do so. However, do we pay enough attention to factors such as respect, diversity and the prevention of sexist or xenophobic attitudes? These are just a few examples of issues that may go unnoticed but have a significant impact on whether we feel comfortable in an organization.

In a way, a favorable work environment is the responsibility of everyone in an organization. However, directors, management and human resources leaders have a special power to encourage employees.

This survey was constructed based on the aspects summarized above.

Commitment of employees

33% of HR leaders believe that employee commitment is at level 8, in a range from 0 to 10, with 10 being the maximum value.



EMPLOYEE COMMITMENT

Psychological security and inclusion

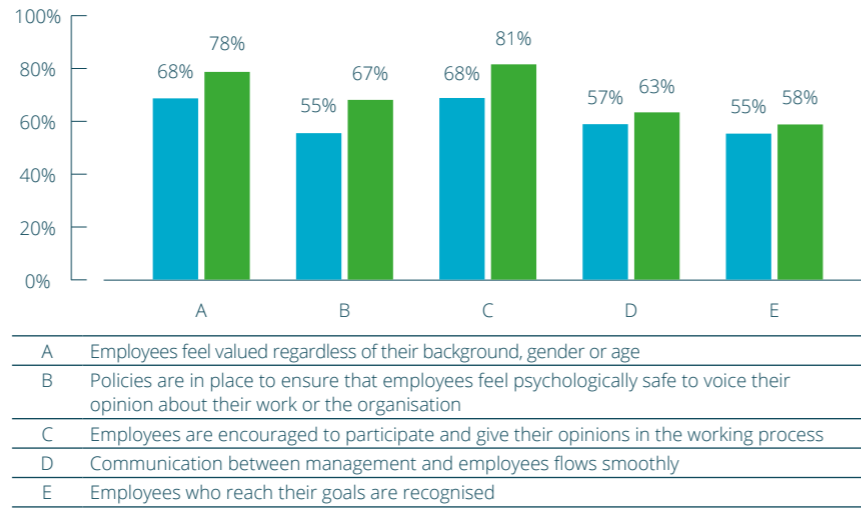
78% of HR leaders believe that employees feel valued and safe, regardless of their origin, gender or age. However, the deviation from what employees think is 10% on the same question. Regarding the existence of policies that ensure that employees feel psychologically safe within the organization, the deviation is 12%, as we can see in the graphs below. The greater deviation (13%) is in the question of where employees are encouraged to take part and give an opinion on the work process.

In some cases, employees seem to be more optimistic than HR managers.



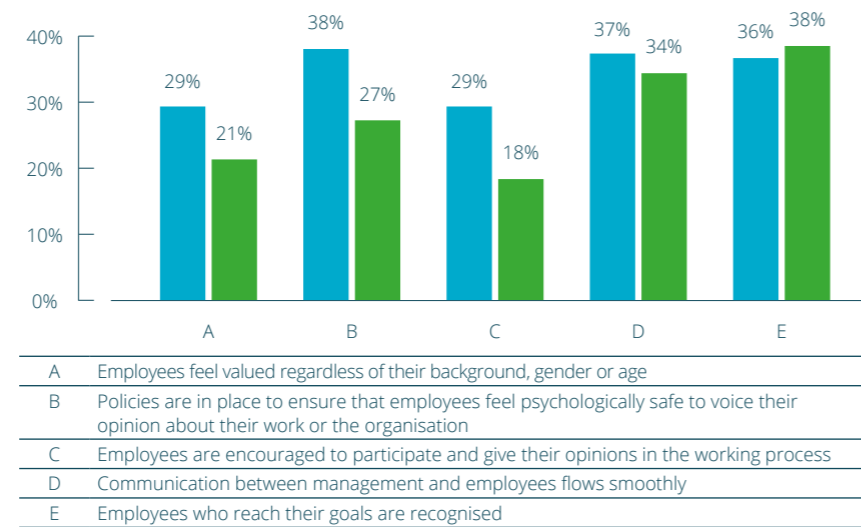
PSYCHOLOGICAL SAFETY AND INCLUSION: ALWAYS

Employees
HR



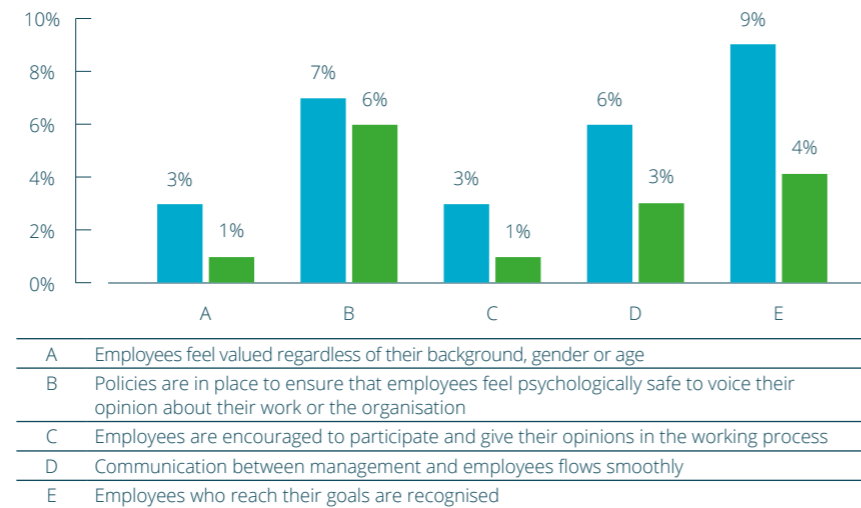
PSYCHOLOGICAL SAFETY AND INCLUSION: SOMETIMES

Employees
HR

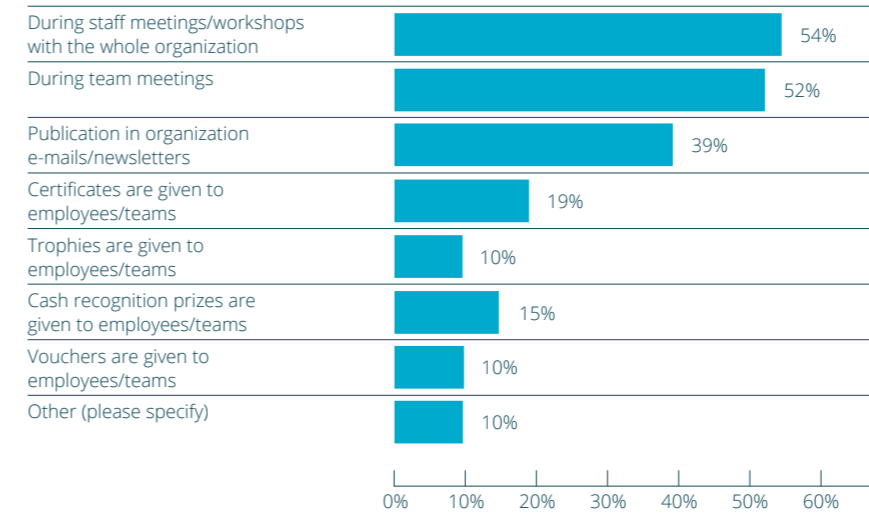


PSYCHOLOGICAL SAFETY AND INCLUSION: NEVER

Colaboradores
RH

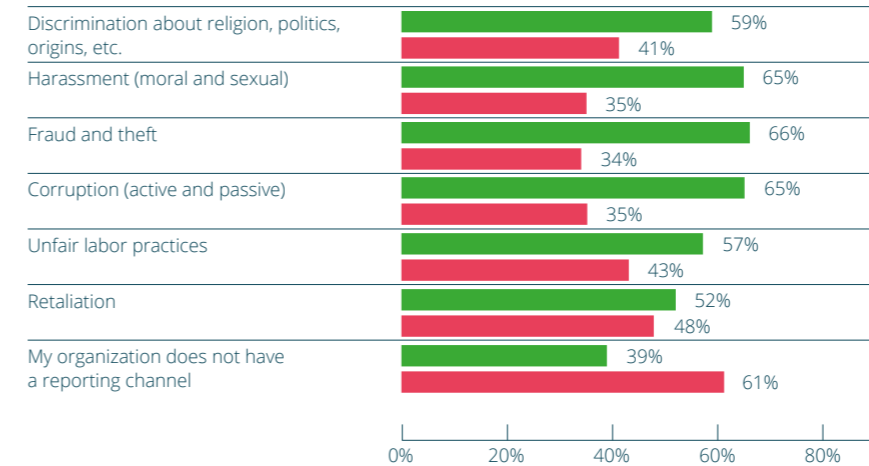


HOW THE ORGANISATION CELEBRATES SMALL SUCCESSES



How the organization celebrates the small successes

The celebrations of small successes within an organization are part of the process of building and coering the teams.



ANONYMOUS CHANNEL FOR RAISING QUESTIONS

Yes
No

Anonymous channel for surveying questions

39% of participating organizations do not have any channel that operates in an anonymous way where employees can raise a concern when they are not comfortable discussing with HR or other leaders. In the 2021 survey, 37% of the participating organizations did not have any channel of denunciation, green line or other that allowed any type of harassment (moral or sexual), any situation of injustice or bad practices of employment to be reported.

Happiness in the workplace

Moment you feel happy

Employees are most happy when they receive positive feedback, both HR leaders and employees agree. However, HR leaders believe that the second aspect that makes the employee happy is the feedback made by the supervisor or direction, but for employees, that's when they get a new job challenge.

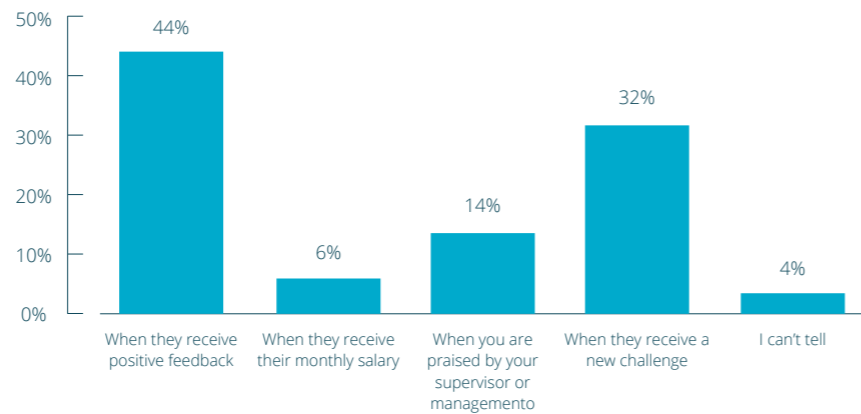
MOMENT WHEN YOU FEEL HAPPY

HR



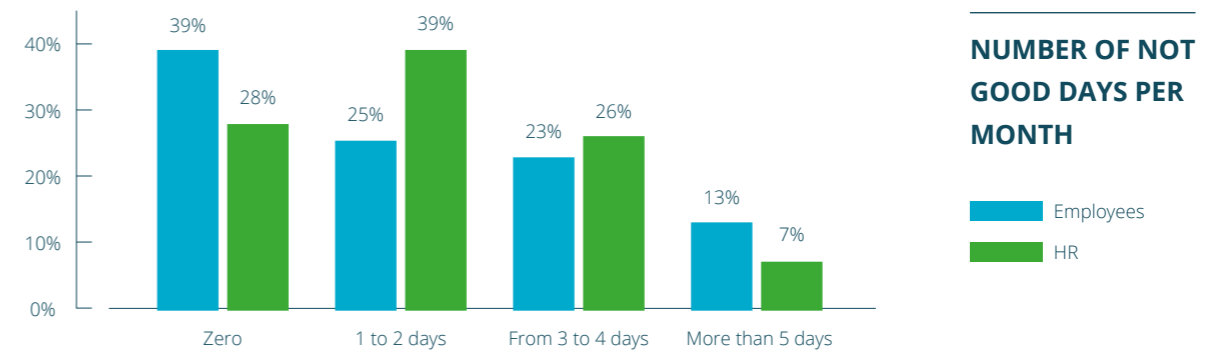
MOMENT WHEN YOU FEEL HAPPY

Employees



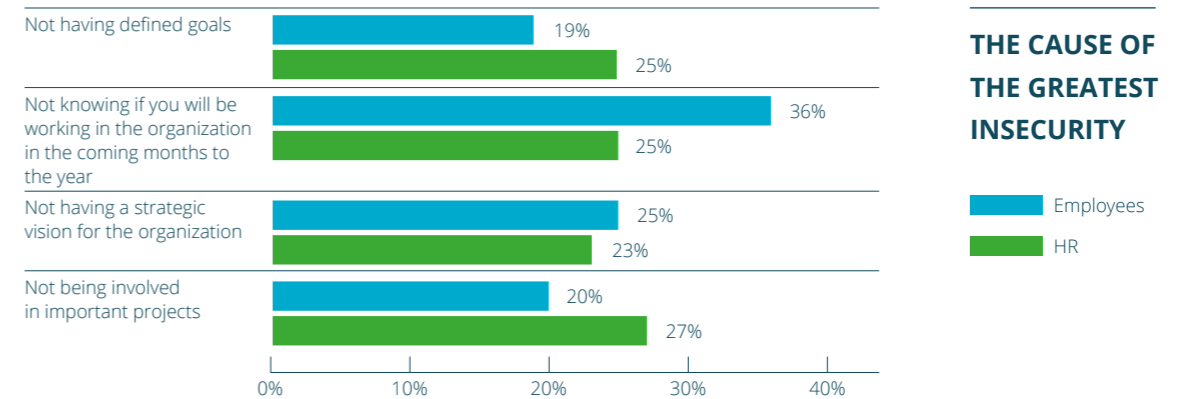
Number of bad days per month

In the chart below we present a comparison of what the survey brings, about the number of not good days per month. Apparently, HR leaders have had more difficult days than employees.



What causes the most insecurity in the organization

In the chart below we present the aspects that cause greater insecurity to employees of participating organizations. The same question was shared between employees and HR leaders. Opinion, although relatively consistent, differs in what is the greatest concern on the part of employees.

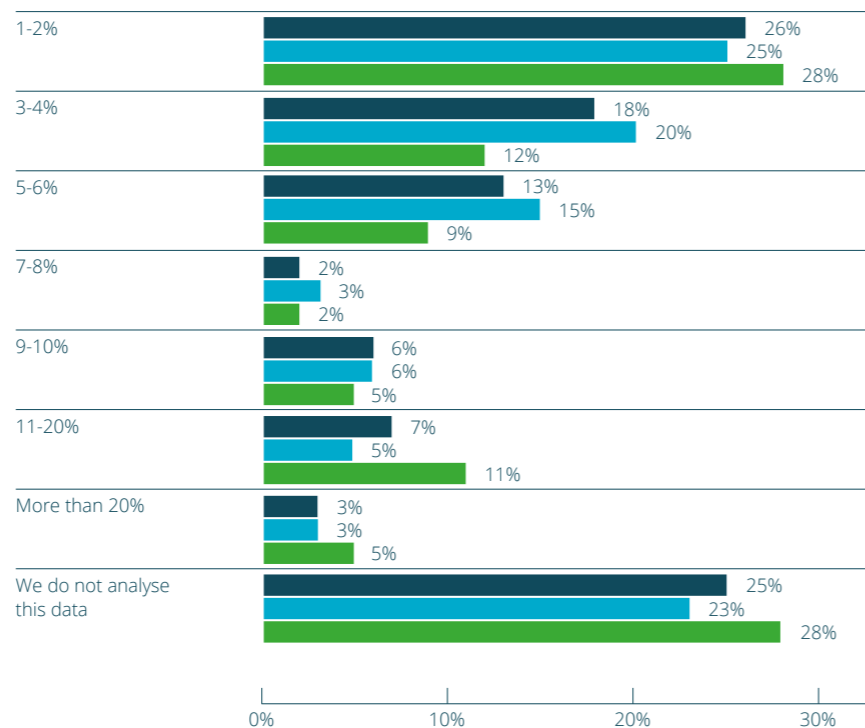


Turnover

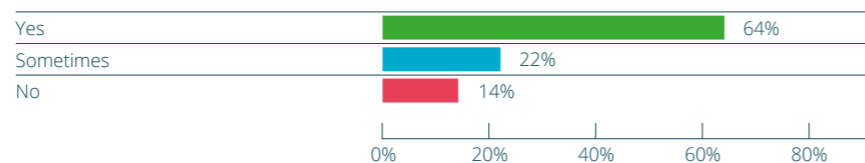
The turnover in this survey is understood as the turnover rate of employees: entry and exit.

26% of participating organizations have annual turnover between 1-2%; 18% have turnover between 3-4%; 21% have turnover between 5-10% and 25% do not do any turnover control.

WHAT IS THE ANNUAL TURNOVER RATE OF YOUR ORGANIZATION



64% of organizations usually interview employees who leave the organization. 36% do not have this practice as a HR management process. It should be noted that the organization concerned with continuous improvement in people management should look to know the reasons for the loss of its trained personnel.



ARE EMPLOYEES WHO RESIGN INVITED TO AN EXIT INTERVIEW

9.4 Culture

Organizational culture refers to an organization's mission, goals, expectations and values that guide its employees. Organizations with a healthy organizational culture tend to be more successful than less structured organizations because they have systems in place that promote the performance, productivity and engagement of their human capital. Having a strong organizational culture motivates all leaders and employees to do their best for the organization to achieve its goals.

An organization that has a healthy organizational culture is driven by purpose and clear expectations. This motivates and inspires employees to be more involved in their work duties and interactions with others. It also leads to high levels of workforce engagement, which drives productivity. Having a strong connection with an organization and its staff creates an atmosphere of positivity that is hard to ignore.

People who feel valued and respected in an organization are less likely to leave it. This is why it is essential that brands promote a winning organizational culture that supports their core values and mission statement. Happy professionals mean less turnover, which saves time and money with hiring process. Organizations that achieve a strong culture should take steps to keep and improve it.

An organization's culture is its public image and reputation. People make assumptions about businesses based on their interactions inside and outside organizations. If it lacks organizational culture or has a weak image, customers may hesitate to do business with anyone associated with the brand. Organizations with a strong brand identity tend to attract better candidates and good business/projects.

Finally, organizational culture helps improve workflows and guides the decision-making process. It also helps teams overcome barriers of ambiguity. Having a clear culture that unifies employees and promotes organized working structures helps people work together with purpose.

For us in the Tempus team, the aspects that we consider important to consider in strengthening the organizational culture are: (i) good communication; (ii) workforce diversity, (iii) listening to employees' concerns and ideas, encouraging feedback among everyone while



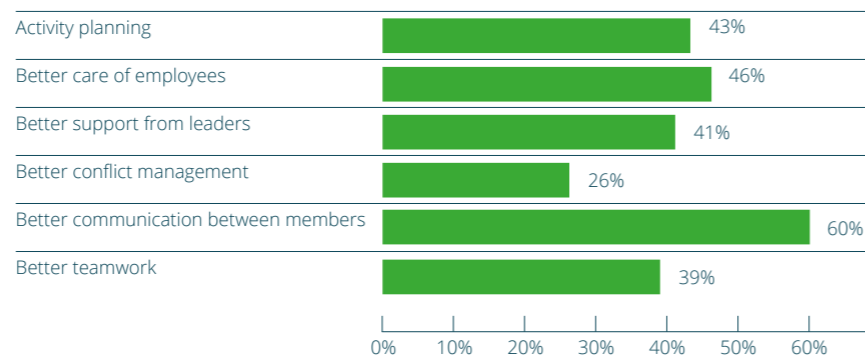
respecting the hierarchical levels; and (iv) being consistent. Being consistent in leadership effort helps people experience a sense of stability. Once the organizational structure is set up, one should do everything possible to keep the organization's processes and procedures standardized. Treating everyone in the same professional manner and avoiding preferential treatment helps create a healthy organizational culture. The Employee Benefits and Human Capital Management National Survey addresses culture against the backdrop of the aspects mentioned above.

Culture of a healthy working environment

The chart below shows the aspects that, in the opinion of HR leaders and employees who responded to the survey, deserve more attention from the management of organizations when it comes to culture.

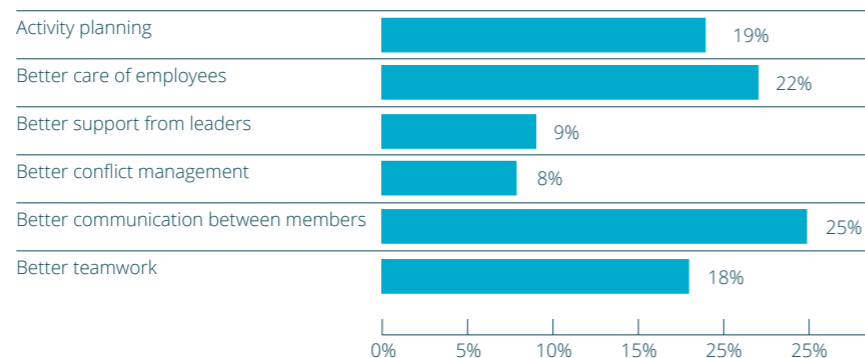
WHERE ATTENTION MUST BE PLACED BY MANAGEMENT

HR



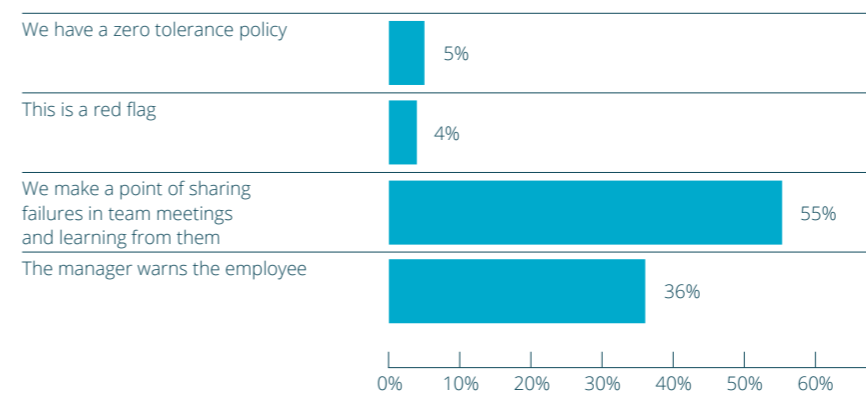
WHERE ATTENTION MUST BE PLACED BY MANAGEMENT

Employees

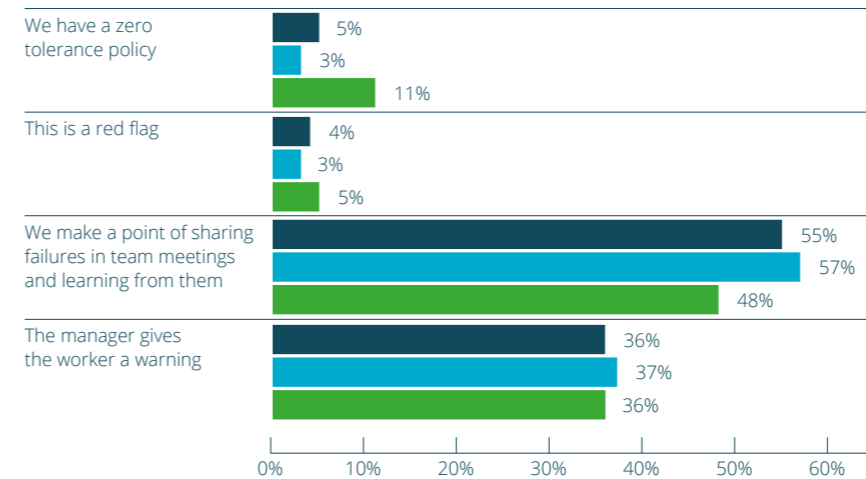


How the organization handles failures and errors on the part of employees

The majority (55%) of the participating organizations seek to use failures as a process of learning and development of employees. In the two charts below, we can see how the subject is handled by the private sector and NGOs.



HOW THE ORGANIZATION DEALS WITH FAILURES AND MISTAKES BY EMPLOYEES



HOW THE ORGANIZATION ADDRESSES FAILURES ON THE PART OF EMPLOYEES

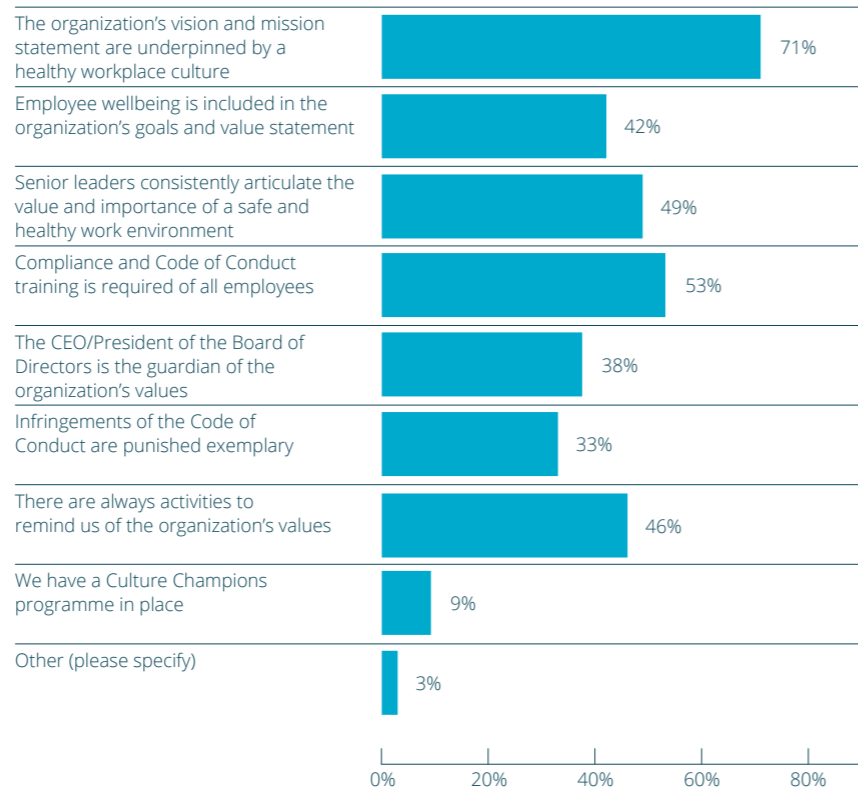
All organisations (public, private, NGO's)
Private Sector
NGO's

How the organization communicates its values

In the map below we can check all the ways that participating organizations communicate the values to their employees.

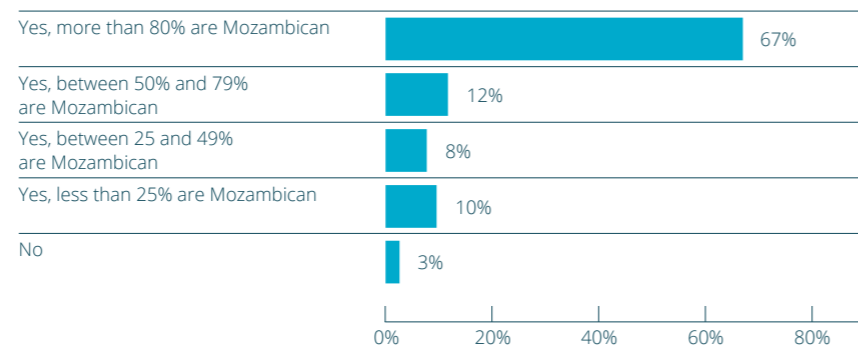


HOW THE ORGANIZATION COMMUNICATES ITS VALUES



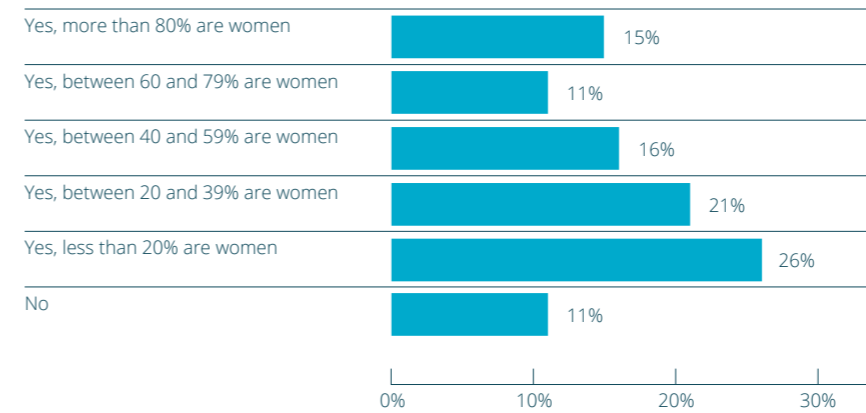
Does the senior leadership team include Mozambican nationality collaborators?

67% of the senior leadership of the participating organizations are Mozambicans. Only 10% have less than 25% of Mozambicans in the leadership.



Inclusion - Does the senior leadership team include collaboration?

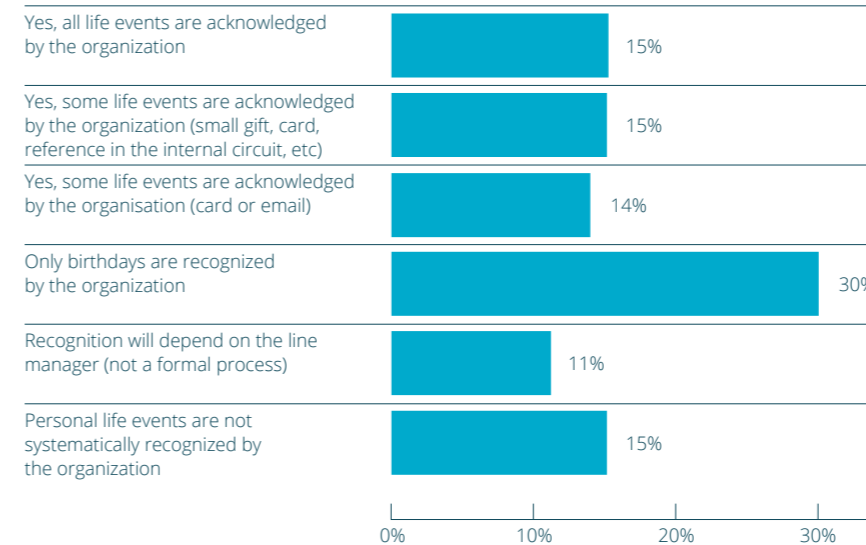
Only 16% of organizations have a balanced number of men and women in leadership position (40 to 59%).



PERCENTAGE OF FEMALE EMPLOYEES IN THE SENIOR LEADERSHIP OF ORGANIZATIONS

Are the events of the personal life of employees (birthdays, marriage, birth of children) celebrated by the organization?

Of the events of the employee's life, only the anniversary celebration is a custom for most organizations.



ARE EMPLOYEES PERSONAL LIFE EVENTS (BIRTHDAYS, WEDDING, BIRTH OF CHILDREN) CELEBRATED BY THE ORGANIZATION

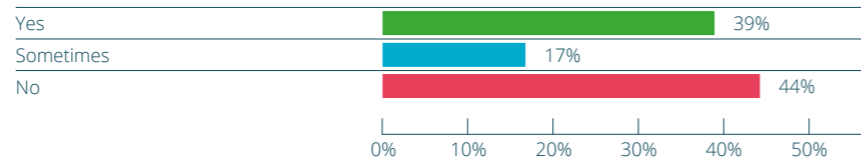


PERCENTAGE OF MOZAMBICAN EMPLOYEES IN THE LEADERSHIP OF THE ORGANIZATION

Are service time awards recognized by the organization?

Only 39% of organizations offer some kind of award or recognition to employees for service time. 44% do not do any program or recognition event for service time.

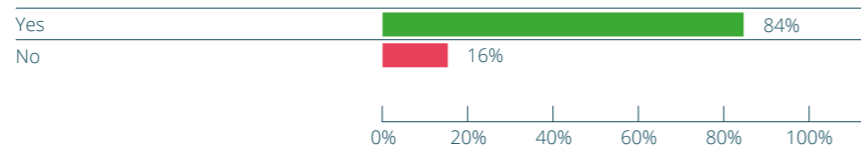
ARE LENGTH OF SERVICE AWARDS RECOGNIZED BY THE ORGANIZATION



Encouragement to take risks

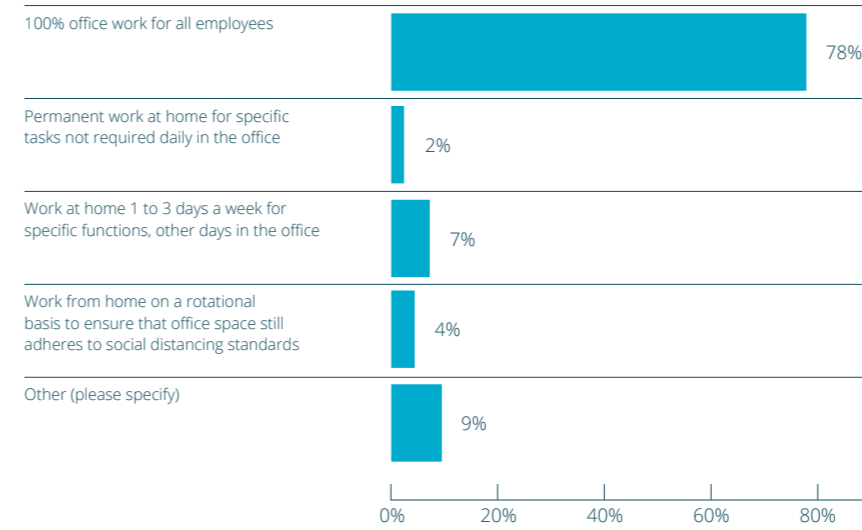
Having a culture of challenging employees to take risks, in the sense of innovating and bringing new ideas is a good thermometer of organizational culture. 84% of participating organizations encourage their employees to take risks to innovate in their day-to-day work.

DOES THE ORGANIZATION ENCOURAGE EMPLOYEES TO TAKE RISKS



How is the post-pandemic work regime in the organization

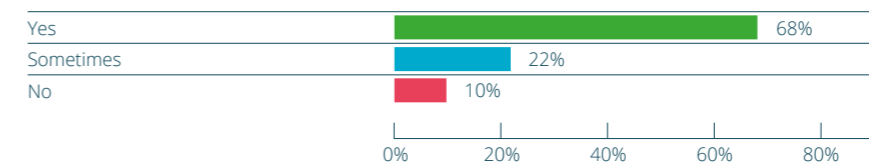
We observed that post pandemic most participating organizations brought staff back to the office. Only 22% are still in a mixed regime.



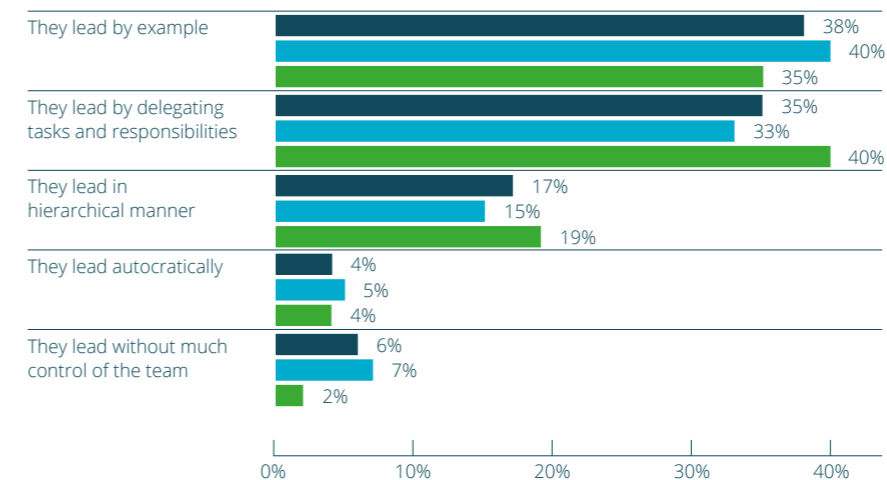
POST PANDEMIC WORKING REGIME IN THE ORGANIZATION

The organization has the profile of professionals and leaders that it needs today and that it will need in the future

32% of HR leaders who answered the questionnaire are not sure that the organization has the leaders it needs a present and future. With regards to leadership style, example-based leadership seems to be the most prominent. In the two charts below, we can see how this question was answered by NGOs and the private sector.



THE ORGANIZATION HAS THE PROFILE OF PROFESSIONALS AND LEADERS THAT IT NEEDS TODAY AND WILL NEED IN THE FUTURE



HOW LEADERS WORK IN THE ORGANIZATION



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THE GOVERNMENT AND CTA ARE HOLDING AN ANNUAL PRIVATE SECTOR CONFERENCE WITH A THEME FOCUS IN INDUSTRIALIZATION

The Government of Mozambique and CTA hold the XVIII Annual Conference of the Private Sector – CASP, on the 21st, 22nd and 23rd of June 2023, under the motto: “Transformation, Sustainability and Inclusion for Industrial Competitiveness”. This issue arises in a context in which the Government, through the “National Program to Industrialize Mozambique”, PRONAI, intends to build a modern industrial base with competitive, inclusive and sustainable capillarity that allows the increase of productivity and productive diversification and improvement of the trade balance. These developments take place in a context, in which opportunities for funding new projects, technologies and ideas that promote sustainability have been increasingly abundant, particularly after the COP 27. Thereby, the Conference will be in face-to-face and virtual format and It will comprise three components, namely:



In the component of promoting the Public-Private Dialogue, topics related to the investment atmosphere of Mozambique and the necessary reforms to improve the business environment.

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insurance and services to create
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**Our data driven
solutions to deliver
employer excellence
and business
success**



**For showcasing your
HR excellence**

Your pathway to high-quality
employer certification
and ongoing evolution



For tailored HR support

A wide range of specialist HR
services such as leadership training
and team effectiveness

Ethical, professional and easy to deal with