<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>01</th>
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</tr>
</thead>
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<tr>
<td></td>
<td>Introduction</td>
<td>Executive summary</td>
<td>Deep dive</td>
<td>Appendix Country level data</td>
</tr>
</tbody>
</table>
1

INTRODUCTION
THE SURVEY AIMS TO CAPTURE AFRICAN YOUTH PERCEPTION OF THE PRIVATE SECTOR

Purpose

While Africa’s economic growth is strong, there is an urgent need to maximize sustainable growth through utilizing one of its greatest assets; its youth.

Africa’s youth population is rapidly growing and is expected to reach 830 million by 2050.

A strong private sector is required to satisfy the large and growing demand of Africa’s youth population.

It is critical to capture youth’s perspectives and understand their needs in order to shape the private sector of the future.

The survey aims to derive insights upon which key ecosystem stakeholders and decision-makers (e.g. government, private sector, NGOs, education institutions) can act to best equip youth for the ever-changing job market.

Approach

In April 2020, Oliver Wyman and Junior Achievement Africa surveyed 2,600+ youth across six countries in Africa, following a four-step approach:

**DESIGN**
Design survey questions

**DEPLOY**
Share survey link through distribution channels (Social media, JA Africa network, email, WhatsApp)

**ANALYZE**
Analyze survey results and extract key insights

**VALIDATE**
Hold workshops with private sector and educational institution representatives
OLIVER WYMAN IS A GLOBAL MANAGEMENT CONSULTING FIRM WITH EXPERIENCE ACROSS 15+ MARKETS ON THE AFRICAN CONTINENT

OLIVER WYMAN

Oliver Wyman Group is part of Marsh & McLennan Companies, the NYSE traded $17 BN+ global professional services firm

Oliver Wyman has a long-term commitment to Africa and has worked across the continent over the past 20 years, with an office in Johannesburg, South Africa

Industry knowledge
More than 30 years of experience in consulting with leading companies
- Automotive
- Aviation, Aerospace & Defense
- Business Services
- Communication, Media & Technology
- Distribution & Wholesale
- Educational
- Energy
- Financial Services
- Health and Life Sciences
- Industrial Products
- Public Sector
- Retail & Consumer Products
- Surface Transportation
- Travel & Leisure

Capabilities
Broad expertise in functional areas, with 400 partners worldwide
- Sustainability Center
- Actuarial
- Corporate Finance & Restructuring
- Digital
- Operations
- Oliver Wyman Labs
- Organizational Effectiveness
- Pricing, Sales and Marketing
- Risk Management
- Service Operations
- Strategic Information Technology
- Strategy

Founded 1984

5,000+ Colleagues

US$2.1 BN Revenue (2019)

30 countries

60 offices

LIPPINCOTT Brand strategy and design

NERA Economic advice on competition, regulation and litigation
Junior Achievement Africa (JA Africa) is a non-profit organization which builds skills and access to employment for youth across Africa.

JA Africa’s mission is to foster social mobility and financial inclusion among African youth through financial literacy, improved employability and microenterprise creation.

Since its inception in 1979, JA Africa has built offices in 15 countries and collectively reaches more than 250,000 youth annually.

Focus areas are entrepreneurship education, workforce readiness and financial literacy.
THE SURVEY REPRESENTS YOUTH’S OPINION ACROSS SIX AFRICAN COUNTRIES

Survey overview

Comprised of 20 questions covering six topics:

- Perception of the private sector
- Future employment options
- Industries driving the private sector
- Key deterrents and challenges for youth
- Perceived skills gap
- Workplace readiness

Distributed to six countries

- Eswatini
- Ghana
- Kenya
- Nigeria
- South Africa
- Zimbabwe
MORE THAN 2,600 YOUTH AGED 16–35 PARTICIPATED, AND STUDENTS FORMED THE LARGEST GROUP OF RESPONDENTS

Respondent overview

2,650 respondents

Gender breakdown

Female: 57%
Male: 43%

Age breakdown

16–20: 41%
21–25: 34%
26–30: 17%
31–35: 8%

Occupation breakdown

Student: 55%
Unemployed: 17%
Private sector employee: 11%
Self-employed: 9%
Public sector employee: 4%
Non-profit sector employee: 4%
WE ALSO CONDUCTED THREE VIRTUAL FOCUS GROUPS TO CAPTURE THE REACTION OF THE SURVEY RESULTS

Focus group participants (private sector and educational participants)

- A-League Consult
- African Business Centre for Developing Education
- African Leadership Academy
- Agile Communication Group
- Bantu African Boutique
- Bank of America Merrill Lynch
- Citibank
- Cloud Smiths
- Eswatini Youth Enterprise Revolving Fund
- Eswatini Multi - Media
- Ernst and Young
- First Capital Bank
- FirstRand
- Institute of Advanced Technology
- Lagos Business School
- Lulote BMEP
- Lighthouse Projects
- Lagos Business School
- Mahlubi’s Palette
- Mombasa County Govt
- Masawara PLC
- Old Mutual Foundation
- Project Management Institute
- Post Bank
- Smiling Through Investment
- Safaricom Foundation
- Vuyis Deli Cakes
- Verraki
- Venture Garden Group
EXECUTIVE SUMMARY
KEY INSIGHTS

African youth have a positive outlook and entrepreneurial aspirations despite facing a number of challenges in the private sector.

- **83%** of youth expect the private sector to grow in the next five years.
- **91%** of youth aspire to start a business in their country.
- **57%** believe youth typically lack the years of experience required by job opportunities.
- **54%** of students believe that there is lack of desirable opportunities for graduates.
- **66%** of employed youth find lack of job security as a key deterrent to the private sector.
- **50%** of youth believe there is a shortage of job opportunities in the private sector.
- **40%** of employed youth see nepotism as a key challenge in the private sector.
- **93%** of youth believe they need to update their current education and skills to adapt to the labor market.
KEY RECOMMENDATIONS FROM FOCUS GROUPS

Educational institutions
Curricula needs to be restructured to include:

- Entrepreneurial courses with practical teaching (e.g. business strategy, financing)
- Career guidance on leveraging skills gained from non-work experience (e.g. extra curriculars)
- Training on job application process (e.g. job search, CV workshops, interview preparation)
- Workplace readiness programs integrated in curriculum (e.g. coaching on soft skills such as team building)

Private sector
Partner with education sector to provide:

- Robust training programs specifically for graduates
- Work experience opportunities (e.g. job shadowing, internships)
- Mentoring programs matching employees to students
- Guidance on graduate roles to tackle misalignment of expectations and reality

Government
Partner with private sector and educational institutions to:

- Upgrade public education curriculum to enhance workplace readiness (e.g. business knowledge, critical thinking)
- Provide tax breaks for employers who support education of workers
3

DEEP DIVE
Young people are the most precious resource of the region; Africa can only thrive if the young people thrive

Mabingue Ngom, United Nations Population Fund Regional Director
76% of Africa’s youth feel positively about the private sector’s contribution to the economy.
MOST YOUTH ARE OPTIMISTIC ABOUT THE PRIVATE SECTOR’S GROWTH IN THE FUTURE DESPITE COVID-19

83% of African youth expect the private sector to grow in the next 5 years

93% of these youth are concerned about the impact of COVID-19 on the private sector
THOSE WHO ARE NOT OPTIMISTIC STILL SEE THEMSELVES WORKING IN THE PRIVATE SECTOR IN THE FUTURE

57% of youth who are negative about the growth of the private sector, see themselves working in the private sector in the near future.
THERE IS A STRONG ASPIRATION AMONGST AFRICAN YOUTH TO START A BUSINESS

91% of youth aspire to start a business in the future

1 in 5 youth see self-employment as their sole job option in the future

“The increase in access to information, resources and funding over the last decade has made entrepreneurship more appealing to youth.”

Focus group participant
EVEN THOSE LESS POSITIVE ABOUT THE FUTURE SHOW STRONG ENTREPRENEURIAL DRIVE

Of youth who are not positive about the growth of the private sector in the next five years..

85% aspire to start a business in the future

Most young people see themselves as self-employed in the future and this is because of the independence, control and idea of being in charge

Focus group participant
YOUTH PREFER SELF-EMPLOYMENT, MULTINATIONAL COMPANIES AND PUBLIC SECTOR WORK

Which type of employer(s) do you see yourself working for in the near future in your country?

Deep dives to follow

Being self-employed is perceived as the easiest thing to do after graduation as no one has to assess one’s individual skills and potential; social media also plays a role in making this perception of ease stronger

Focus group participant

Note: Results do not sum to 100 as respondents can choose more than one option
SOME YOUTH, PARTICULARLY IN NIGERIA, HOPE TO WORK FOR MULTINATIONAL COMPANIES

37% of African youth aspire to work for multinational companies

While working for an international company is seen very attractive (stability, good income, growth opportunities), it can be very challenging for youth to get there (difficult screening and interviewing processes)

Focus group participant
PUBLIC SECTOR WORK IS ALSO AN ATTRACTIVE OPTION FOR SOME YOUTH, PARTICULARLY IN SOUTH AFRICA

28% of African youth aspire to work for multinational companies

---

“Public sector is a consideration to youth due to its job security and stability”

Focus group participant
YOUTH BELIEVE THAT AGRICULTURE, FORESTRY AND MINING ARE THE SECTORS WITH THE MOST POTENTIAL

Which industries do you believe have the most potential to be beneficial for the growth of the private sector in your country?

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, &amp; Mining</td>
<td>74%</td>
</tr>
<tr>
<td>Technology</td>
<td>36%</td>
</tr>
<tr>
<td>Hospitality, Food, Leisure &amp; Travel</td>
<td>32%</td>
</tr>
<tr>
<td>Education</td>
<td>30%</td>
</tr>
<tr>
<td>Manufacturing &amp; Construction</td>
<td>28%</td>
</tr>
<tr>
<td>Transport &amp; Logistics</td>
<td>21%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>21%</td>
</tr>
<tr>
<td>Media &amp; Creative Industries</td>
<td>20%</td>
</tr>
<tr>
<td>Wholesale &amp; Retail Trade</td>
<td>19%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>18%</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>17%</td>
</tr>
<tr>
<td>Communications</td>
<td>16%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>14%</td>
</tr>
<tr>
<td>Professional Services (Law, Consulting, Tax etc.)</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

Note: Results do not sum to 100 as respondents can choose more than one option
In your opinion, what are the factors that may discourage youth from working in the private sector?

Lack of job security: 54%
Lack of desirable opportunities for graduates: 48%
Uncompetitive compensation and benefits: 27%
Long working hours: 15%

Note: Results do not sum to 100 as respondents can choose more than one option

“
Youth are quite selective in the roles they want to do; it can be a battle to explain to them how all experience is valuable and that they can grow through the chain, rather than immediately getting their desired position.

Focus group participant”
STUDENTS IN PARTICULAR, FIND LACK OF DESIRABLE OPPORTUNITIES A KEY DETERRENT

Students 54% Employees 35%  -19%

...find lack of desirable opportunities as a key deterrent

“Students can be hesitant to apply for jobs that are not aligned to their major or specialty... they should be encouraged to be more open and to focus on gaining skills through different experiences.”

Focus group participant
EMPLOYED YOUTH WORRY ABOUT LACK OF JOB SECURITY

66% of Africa’s employed youth find lack of job security a key deterrent to engaging with the private sector.
In your opinion, what are the challenges/obstacles facing youth who want to work in the private sector?

- Lack of the years of experience required by the job: 57%
- Shortage of job opportunities: 50%
- Lack of the skillset required by the job: 37%
- Lack of knowledge about the available job opportunities: 33%
- Prevalence of preferential treatment to personal connections: 28%
- Existing private companies prefer foreign talent over local ones: 21%

Note: Results do not sum to 100 as respondents can choose more than one option.

Many corporates do not have structured training programs to train fresh graduates and so would rather hire someone with more years of work experience.

Focus group participant
BOTH STUDENTS AND EMPLOYEES ARE CONCERNED ABOUT LACK OF EXPERIENCE

...find lack of the years of experience required by the job as a key challenge when trying to work in the private sector

- Students: 54%
- Employees: 61%
MANY EMPLOYED YOUTH BELIEVE NEPOTISM IS A KEY CHALLENGE FACED WHEN TRYING TO WORK IN THE PRIVATE SECTOR

40% of African youth in employment see prevalence of preferential treatment to personal connections as a key challenge.

“At times it can be very challenging for a young and capable person who has no connections, to find engagement with the private sector.”

Focus group participant
YOUTH BELIEVE THEY HAVE THE BIGGEST GAP IN HARD SKILLS SUCH AS DATA SKILLS AND BUSINESS KNOWLEDGE

"We need to encourage young people to not just focus on their academics but on practical skills"

Focus group participant
YOUTH BELIEVE WORKPLACE UPSKILLING IS IMPORTANT TO KEEP UP WITH CHANGING REQUIREMENTS OF THE PRIVATE SECTOR

93% ...of youth believe their education and skills needs to be updated in the upcoming years to adapt to ever-changing labor market requirements
YOUTH BELIEVE THAT TRAINING PROGRAMS AND INTERNSHIPS PROVIDE THE BEST PREPARATION FOR THE WORK PLACE

When you compare internships to training programs, internships are quite competitive where as training programs (which are virtually open to all and mostly free of charge) have much lower engagement; ...we need to make training programs more attractive to young people to increase participation

Focus group participant
APPENDIX

Country level data
<table>
<thead>
<tr>
<th>Question</th>
<th>Country level</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent do you agree with the following statement: “I have a positive opinion about the private sector’s contribution to my country’s economy”</td>
<td></td>
</tr>
<tr>
<td>To what extent do you agree with the following statement: “I expect the private sector in my country to grow in the next 5 years”</td>
<td></td>
</tr>
<tr>
<td>Which type of employer do you see yourself working for in the near future?</td>
<td></td>
</tr>
<tr>
<td>To what extent do you agree with the following statement: “I aspire to start a business in my country in the future”</td>
<td></td>
</tr>
<tr>
<td>Which industries do you believe have the most potential to be beneficial for the growth of the private sector in your country?</td>
<td></td>
</tr>
<tr>
<td>In your opinion, what are the factors that may discourage youth from working in the private sector?</td>
<td></td>
</tr>
<tr>
<td>In your opinion, what are the key challenges facing youth who want to work in the private sector?</td>
<td></td>
</tr>
<tr>
<td>In your opinion, what are the most important skills that private sector employers in your country are looking for? Which of the below skills do you believe you are very proficient or somewhat proficient in?</td>
<td></td>
</tr>
<tr>
<td>To what extent do you agree with the following statement: “My current education and skills need to be updated in the upcoming years to adapt to ever-changing labor market requirements”</td>
<td></td>
</tr>
<tr>
<td>What do you believe provides the best preparation for the workplace?</td>
<td></td>
</tr>
<tr>
<td>To what extent do you agree with the following statement: “I am concerned about the impact of COVID-19 (coronavirus) on the private sector in my country”</td>
<td></td>
</tr>
<tr>
<td>What worries you the most about the recent COVID-19 (coronavirus) outbreak?</td>
<td></td>
</tr>
</tbody>
</table>
COUNTRY ANALYSIS
Topic #1: Perception of the Private Sector

To what extent do you agree with the following statement: “I have a positive opinion about the private sector’s contribution to my country’s economy”

<table>
<thead>
<tr>
<th>Country</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eswatini</td>
<td>45%</td>
<td>33%</td>
<td>17%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Ghana</td>
<td>48%</td>
<td>44%</td>
<td>5%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Kenya</td>
<td>46%</td>
<td>36%</td>
<td>15%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>53%</td>
<td>36%</td>
<td>7%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>South Africa</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zimbabwe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
To what extent do you agree with the following statement: “I expect the private sector in my country to grow in the next five years”

<table>
<thead>
<tr>
<th>Country</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eswatini</td>
<td>47%</td>
<td>38%</td>
<td>9%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Ghana</td>
<td>42%</td>
<td>41%</td>
<td>13%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Kenya</td>
<td>48%</td>
<td>41%</td>
<td>9%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>43%</td>
<td>45%</td>
<td>9%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>South Africa</td>
<td>44%</td>
<td>37%</td>
<td>15%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>44%</td>
<td>36%</td>
<td>13%</td>
<td>6%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
Which type of employer do you see yourself working for in the near future?

<table>
<thead>
<tr>
<th>Country</th>
<th>Self-employed</th>
<th>Multinational companies</th>
<th>Public sector</th>
<th>Medium – large local companies</th>
<th>Non-profit sector</th>
<th>Start-ups</th>
<th>Family businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ESWATINI</strong></td>
<td>57%</td>
<td>25%</td>
<td>24%</td>
<td>18%</td>
<td>10%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>GHANA</strong></td>
<td>41%</td>
<td>42%</td>
<td>38%</td>
<td>16%</td>
<td>16%</td>
<td>21%</td>
<td>6%</td>
</tr>
<tr>
<td><strong>KENYA</strong></td>
<td>43%</td>
<td>29%</td>
<td>30%</td>
<td>24%</td>
<td>19%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>NIGERIA</strong></td>
<td>35%</td>
<td>58%</td>
<td>31%</td>
<td>14%</td>
<td>20%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>SOUTH AFRICA</strong></td>
<td>45%</td>
<td>38%</td>
<td>42%</td>
<td>24%</td>
<td>10%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>ZIMBABWE</strong></td>
<td>48%</td>
<td>36%</td>
<td>11%</td>
<td>17%</td>
<td>19%</td>
<td>13%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
To what extent do you agree with the following statement: “I aspire to start a business in my country in the future”

<table>
<thead>
<tr>
<th>Country</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eswatini</td>
<td>76%</td>
<td>17%</td>
<td>6%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Ghana</td>
<td>73%</td>
<td>18%</td>
<td>7%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Kenya</td>
<td>73%</td>
<td>22%</td>
<td>4%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>66%</td>
<td>24%</td>
<td>8%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>South Africa</td>
<td>69%</td>
<td>16%</td>
<td>10%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>77%</td>
<td>16%</td>
<td>4%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
Which industries do you believe have the most potential to be beneficial for the growth of the economy in your country?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Eswatini</th>
<th>Ghana</th>
<th>Kenya</th>
<th>Nigeria</th>
<th>South Africa</th>
<th>Zimbabwe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, &amp; Mining</td>
<td>83%</td>
<td>82%</td>
<td>66%</td>
<td>76%</td>
<td>65%</td>
<td>81%</td>
</tr>
<tr>
<td>Technology</td>
<td>29%</td>
<td>49%</td>
<td>32%</td>
<td>52%</td>
<td>38%</td>
<td>29%</td>
</tr>
<tr>
<td>Hospitality, Food, Leisure &amp; Travel</td>
<td>22%</td>
<td>39%</td>
<td>31%</td>
<td>29%</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Education</td>
<td>20%</td>
<td>41%</td>
<td>27%</td>
<td>43%</td>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>Manufacturing &amp; Construction</td>
<td>22%</td>
<td>42%</td>
<td>33%</td>
<td>33%</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Transport &amp; Logistics</td>
<td>14%</td>
<td>16%</td>
<td>19%</td>
<td>26%</td>
<td>27%</td>
<td>18%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>11%</td>
<td>30%</td>
<td>20%</td>
<td>29%</td>
<td>25%</td>
<td>16%</td>
</tr>
<tr>
<td>Media &amp; Creative Industries</td>
<td>10%</td>
<td>23%</td>
<td>17%</td>
<td>29%</td>
<td>24%</td>
<td>17%</td>
</tr>
<tr>
<td>Wholesale &amp; Retail Trade</td>
<td>17%</td>
<td>16%</td>
<td>20%</td>
<td>22%</td>
<td>24%</td>
<td>19%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>13%</td>
<td>25%</td>
<td>17%</td>
<td>24%</td>
<td>20%</td>
<td>13%</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>10%</td>
<td>25%</td>
<td>17%</td>
<td>27%</td>
<td>14%</td>
<td>19%</td>
</tr>
<tr>
<td>Communications</td>
<td>13%</td>
<td>24%</td>
<td>16%</td>
<td>23%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>Real Estate Professional Services (Law, Consulting, Tax etc.)</td>
<td>11%</td>
<td>27%</td>
<td>18%</td>
<td>21%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>10%</td>
<td>6%</td>
<td>8%</td>
<td>2%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the factors that may discourage youth from working in the private sector?

**ESWATINI**
- Lack of job security: 51%
- Lack of desirable opportunities for graduates: 46%
- Uncompetitive compensation and benefits: 21%
- Long working hours: 15%
- Other: 7%

**GHANA**
- Lack of job security: 57%
- Lack of desirable opportunities for graduates: 44%
- Uncompetitive compensation and benefits: 31%
- Long working hours: 21%
- Other: 9%

**KENYA**
- Lack of job security: 64%
- Lack of desirable opportunities for graduates: 41%
- Uncompetitive compensation and benefits: 23%
- Long working hours: 14%
- Other: 5%

**NIGERIA**
- Lack of job security: 68%
- Lack of desirable opportunities for graduates: 41%
- Uncompetitive compensation and benefits: 41%
- Long working hours: 29%
- Other: 3%

**SOUTH AFRICA**
- Lack of job security: 47%
- Lack of desirable opportunities for graduates: 57%
- Uncompetitive compensation and benefits: 25%
- Long working hours: 14%
- Other: 8%

**ZIMBABWE**
- Lack of job security: 54%
- Lack of desirable opportunities for graduates: 48%
- Uncompetitive compensation and benefits: 27%
- Long working hours: 8%
- Other: 7%

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the key challenges facing youth who want to work in the private sector?

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Eswatini</th>
<th>Ghana</th>
<th>Kenya</th>
<th>Nigeria</th>
<th>South Africa</th>
<th>Zimbabwe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of the years of experience required by the job</td>
<td>58%</td>
<td>53%</td>
<td>53%</td>
<td>54%</td>
<td>63%</td>
<td>53%</td>
</tr>
<tr>
<td>Shortage of job opportunities</td>
<td>49%</td>
<td>51%</td>
<td>53%</td>
<td>48%</td>
<td>45%</td>
<td>58%</td>
</tr>
<tr>
<td>Lack of the skillset required by the job</td>
<td>31%</td>
<td>42%</td>
<td>28%</td>
<td>46%</td>
<td>45%</td>
<td>30%</td>
</tr>
<tr>
<td>Lack of knowledge about the available job opportunities</td>
<td>30%</td>
<td>28%</td>
<td>25%</td>
<td>34%</td>
<td>41%</td>
<td>28%</td>
</tr>
<tr>
<td>Prevalence of preferential treatment to personal connections</td>
<td>19%</td>
<td>30%</td>
<td>30%</td>
<td>50%</td>
<td>21%</td>
<td>30%</td>
</tr>
<tr>
<td>Existing private companies prefer foreign talent over local ones</td>
<td>19%</td>
<td>22%</td>
<td>19%</td>
<td>32%</td>
<td>22%</td>
<td>17%</td>
</tr>
<tr>
<td>Family preference to work in public sector</td>
<td>11%</td>
<td>13%</td>
<td>7%</td>
<td>8%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>None</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the most important skills that private sector employers in your country are looking for? Which of the below skills do you believe you are very proficient or somewhat proficient in?

Perceived skills gap matrix – ESWATINI

<table>
<thead>
<tr>
<th>Perceived importance (% share of respondents)</th>
<th>Perceived proficiency (% share of respondents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Business knowledge</td>
<td>Networking &amp; team building</td>
</tr>
<tr>
<td>Creativity &amp; innovation</td>
<td>Leadership &amp; responsibility</td>
</tr>
<tr>
<td>Analysis &amp; quantitative thinking</td>
<td>Flexibility &amp; adaptability</td>
</tr>
<tr>
<td>Languages</td>
<td>Self-efficacy</td>
</tr>
<tr>
<td>Data skills</td>
<td>Communication</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the most important skills that private sector employers in your country are looking for? Which of the below skills do you believe you are very proficient or somewhat proficient in?

Perceived skills gap matrix – GHANA

Perceived importance (% share of respondents) vs. Perceived proficiency (% share of respondents)

- High
- Leadership & responsibility
- Creativity & innovation
- Networking & team building
- Flexibility & adaptability
- Self-efficacy
- Communication
- Analytical & quantitative thinking
- Business knowledge
- Data skills
- Languages
- Business knowledge

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the most important skills that private sector employers in your country are looking for? Which of the below skills do you believe you are very proficient or somewhat proficient in?

Perceived skills gap matrix – KENYA

- 

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the most important skills that private sector employers in your country are looking for? Which of the below skills do you believe you are very proficient or somewhat proficient in?

Perceived skills gap matrix – NIGERIA

Perceived importance (% share of respondents)

High

Perceived proficiency (% share of respondents)

High

Languages

Business knowledge

Data skills

Self-efficacy

Networking & team building

Analytical & quantitative thinking

Creativity & innovation

Leadership & responsibility

Communication

Flexibility & adaptability

Business knowledge

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the most important skills that private sector employers in your country are looking for? Which of the below skills do you believe you are very proficient or somewhat proficient in?

Perceived skills gap matrix – SOUTH AFRICA

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
In your opinion, what are the most important skills that private sector employers in your country are looking for? Which of the below skills do you believe you are very proficient or somewhat proficient in?

Perceived skills gap matrix – ZIMBABWE

Perceived importance (% share of respondents)

High

Perceived proficiency (% share of respondents)

High

Leadership & responsibility

Creativity & innovation

Self-efficacy

Flexibility & adaptability

Networking & team building

Communication

Analytical & quantitative thinking

Business knowledge

Languages

Data skills

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
To what extent do you agree with the following statement: “My current education and skills need to be updated in the upcoming years to adapt to ever-changing labor market requirements”

<table>
<thead>
<tr>
<th>Country</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eswatini</td>
<td>71%</td>
<td>23%</td>
<td>5%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Ghana</td>
<td>70%</td>
<td>22%</td>
<td>8%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Kenya</td>
<td>61%</td>
<td>31%</td>
<td>6%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>72%</td>
<td>26%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>South Africa</td>
<td>74%</td>
<td>19%</td>
<td>5%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>69%</td>
<td>22%</td>
<td>7%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
What do you believe provides the best preparation for the workplace?

<table>
<thead>
<tr>
<th></th>
<th>Eswatini</th>
<th>Ghana</th>
<th>Kenya</th>
<th>Nigeria</th>
<th>South Africa</th>
<th>Zimbabwe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training programs</td>
<td>36%</td>
<td>34%</td>
<td>38%</td>
<td>35%</td>
<td>37%</td>
<td>36%</td>
</tr>
<tr>
<td>Internships</td>
<td>36%</td>
<td>44%</td>
<td>36%</td>
<td>43%</td>
<td>30%</td>
<td>37%</td>
</tr>
<tr>
<td>Formal education</td>
<td>11%</td>
<td>15%</td>
<td>7%</td>
<td>11%</td>
<td>17%</td>
<td>9%</td>
</tr>
<tr>
<td>Mentor relationships</td>
<td>11%</td>
<td>3%</td>
<td>15%</td>
<td>7%</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>Self-teaching</td>
<td>5%</td>
<td>3%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
To what extent do you agree with the following statement: “I am concerned about the impact of COVID-19 (coronavirus) on the private sector in my country”

<table>
<thead>
<tr>
<th>Country</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eswatini</td>
<td>70%</td>
<td>25%</td>
<td>4%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Ghana</td>
<td>65%</td>
<td>27%</td>
<td>4%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Kenya</td>
<td>63%</td>
<td>28%</td>
<td>6%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>57%</td>
<td>35%</td>
<td>5%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>South Africa</td>
<td>65%</td>
<td>25%</td>
<td>6%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>71%</td>
<td>23%</td>
<td>5%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
What worries you the most about the recent COVID-19 (coronavirus) outbreak?

**ESWATINI**
- My country’s economy: 32%
- The global economy: 38%
- The health of my family or friends: 9%
- Future job opportunities: 10%
- My health: 7%
- Other: 3%
- My current job: 2%

**GHANA**
- My country’s economy: 18%
- The global economy: 26%
- The health of my family or friends: 26%
- Future job opportunities: 11%
- My health: 10%
- Other: 3%
- My current job: 6%

**KENYA**
- My country’s economy: 29%
- The global economy: 23%
- The health of my family or friends: 21%
- Future job opportunities: 9%
- My health: 13%
- Other: 3%
- My current job: 3%

**NIGERIA**
- My country’s economy: 32%
- The global economy: 36%
- The health of my family or friends: 14%
- Future job opportunities: 8%
- My health: 5%
- Other: 2%
- My current job: 2%

**SOUTH AFRICA**
- My country’s economy: 32%
- The global economy: 21%
- The health of my family or friends: 17%
- Future job opportunities: 18%
- My health: 5%
- Other: 7%
- My current job: 1%

**ZIMBABWE**
- My country’s economy: 26%
- The global economy: 31%
- The health of my family or friends: 27%
- Future job opportunities: 6%
- My health: 4%
- Other: 4%
- My current job: 2%

Note: Eswatini (n=404), Ghana (n=116), Nigeria (n=287), Kenya (n=304), South Africa (n=808), Zimbabwe (n=623), Other (n=108)
Oliver Wyman and our parent company Marsh & McLennan (MMC) have been monitoring the latest events and are putting forth our perspectives to support you clients and the industries you serve around the world. The Coronavirus Hub will be updated daily as the situation evolves.

Visit our dedicated COVID-19 website