

The Bayt.com

# Attraction and Retention of Talent in MENA Survey

December 2021





Section 1

# PROJECT BACKGROUND

# Objectives

- This research was conducted to gain insights about what can be done to attract and retain talent in a company in the MENA region. The key objectives were to understand:
  - Various factors that attract talent to a particular employer/ company
  - Various factors that make talent stay loyal to a company

## Key findings

- When looking for a new opportunity, salary compensation (62%), workplace environment (58%) and long-term job security (46%) are some of the top aspects that attract talent towards a company.
- Overall aesthetics (14%) and positive media presence (12%) are some of the factors which have the least preference.
- Nearly 7 in 10 respondents in the MENA region find an employer attractive if they follow good ethics and practices.
- Nearly two-thirds of the respondents claim that on-the-job attributes like career development opportunities attract them to a company. This is followed by training and support (63%) and the quality of work in the company (59%).
- 32% of the respondents believe that companies do a good job to a great extent at exciting job seekers about their culture in order to attract talent to their company.
- 65% of the respondents are working in their current organization for over 2 years.
- More than half the respondents applied to their current job for better opportunities, while 35% of the respondents applied because they came across the job opportunity and it got them excited.
- Only 30% of respondents applied to their current jobs for better compensation.
- 66% of the respondents are likely to apply in their current organization and at their current role if they had to do it all over again. Among those 16% who are not likely to choose the current organization and current role, most have stated lack of growth opportunity in the current organization being the key reason for not considering the offer.

## Key findings

- Nearly two-thirds of the working population are looking to change their current company in the next 6 months. Lack of opportunities for advancement (51%) and compensation not being up to market standards (44%) are the top 2 reasons to look for a change.
- Besides salary, job security (38%), training and development opportunities (37%) and opportunities for long term career development (36%) are the major drivers of loyalty towards a company.
- Nearly half the respondents claim that it is easy for them to access the information related to a company's culture and work environment.
- Social Media is considered to be the most effective medium to promote a company's culture to job seekers with more than 3 in 10 respondents agreeing to this.
- Company's benefits and perks (69%), employee testimonials and reviews (43%) and company events and socials (40%) are the top factors that excite a talent to join a company as an employee.
- 58% of the working population of MENA are happy at their current workplace.
- 61% of the working population in MENA would recommend their current workplace to someone looking for a job.
- About 6 in 10 agree that the company regularly takes feedback from their employees to understand them and 56% agree that the leadership takes their feedback seriously. 58% agree that the company takes efforts to generate good opportunities to retain talent.



Section 2

# RESEARCH METHODOLOGY



# Sample Definition

## **Age and Gender:**

Adult males and females

Aged 18 and above

## **Nationalities:**

Arabs, North Africans, Levantines, Westerns, Asians

## **Country of Residence**

GCC: KSA, UAE, Kuwait, Oman, Qatar, Bahrain\*

Levant: Lebanon, Jordan, Syria\*, Iraq, Palestine\*

North Africa: Egypt, Morocco, Algeria, Tunisia, Sudan

Others: Pakistan\*

*\*not added in the report due to low base size*

## **Data Collection**

All data was collected online. Fieldwork was done from 17<sup>th</sup> November to 14<sup>th</sup> December 2021.

The total number of successful online interviews achieved was 2,473.



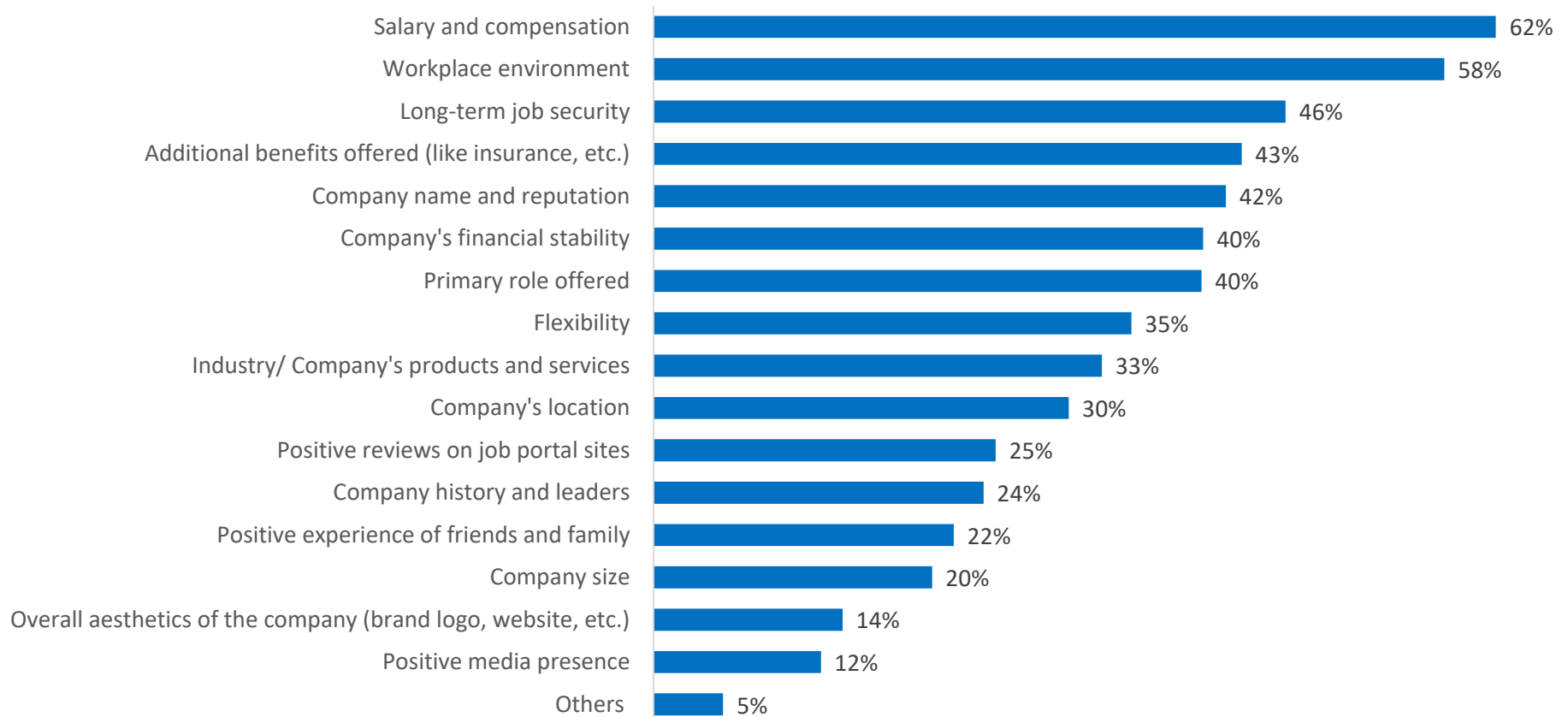
Section 3a

# RESULTS



# Aspects that attract talent towards a company

- When looking for a new opportunity, salary compensation (62%), workplace environment (58%) and long-term job security (46%) are some of the top aspects that attract talent towards a company.
- Overall aesthetics (14%) and positive media presence (12%) are some of the factors which have the least preference.



Q1. When looking for a new opportunity, which of the following aspects do you think will attract you towards a company?  
Please select all that apply.

Base: Total (2,473)

# Aspects that attract talent towards a company

	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	<b>2473</b>	<b>526</b>	<b>236</b>	<b>104</b>	<b>35</b>	<b>47</b>	<b>139</b>	<b>133</b>	<b>41</b>	<b>430</b>	<b>98</b>	<b>83</b>	<b>34</b>	<b>41</b>	<b>482</b>
Salary and compensation	62%	56%	64%	68%	54%	57%	56%	64%	51%	64%	49%	60%	68%	66%	68%
Workplace environment	58%	61%	61%	54%	54%	55%	53%	68%	63%	58%	49%	63%	56%	66%	54%
Long-term job security	46%	44%	50%	48%	34%	38%	39%	53%	49%	42%	41%	46%	35%	39%	56%
Additional benefits offered (like insurance, etc.)	43%	44%	46%	40%	29%	34%	38%	44%	32%	45%	46%	45%	44%	46%	43%
Company name and reputation	42%	42%	41%	49%	40%	43%	37%	35%	44%	51%	40%	33%	35%	49%	39%
Company's financial stability	40%	41%	38%	49%	40%	40%	33%	44%	39%	44%	35%	45%	35%	49%	38%
Primary role offered	40%	47%	36%	39%	31%	26%	32%	47%	44%	51%	36%	45%	50%	49%	27%
Flexibility	35%	34%	36%	37%	37%	21%	37%	41%	32%	35%	13%	23%	26%	56%	40%
Industry/ Company's products and services	33%	30%	28%	35%	34%	34%	22%	36%	39%	39%	36%	42%	32%	44%	31%
Company's location	30%	30%	30%	34%	20%	23%	26%	35%	39%	33%	27%	23%	15%	34%	32%
Positive reviews on job portal sites	25%	25%	30%	22%	26%	26%	22%	30%	24%	25%	24%	19%	18%	24%	25%
Company history and leaders	24%	23%	21%	27%	26%	26%	21%	27%	29%	32%	13%	14%	18%	29%	24%
Positive experience of friends and family	22%	20%	24%	22%	29%	38%	24%	30%	17%	20%	16%	13%	12%	15%	24%
Company size	20%	22%	19%	25%	17%	23%	14%	18%	20%	30%	15%	11%	6%	17%	17%
Overall aesthetics of the company (brand logo, website, etc.)	14%	10%	15%	11%	9%	15%	8%	14%	22%	17%	12%	13%	9%	20%	16%
Positive media presence	12%	10%	16%	11%	11%	13%	11%	12%	17%	11%	6%	10%	9%	17%	15%
Others (Please specify)	5%	3%	6%	6%	14%	9%	4%	9%	5%	5%	2%	7%	6%	5%	6%

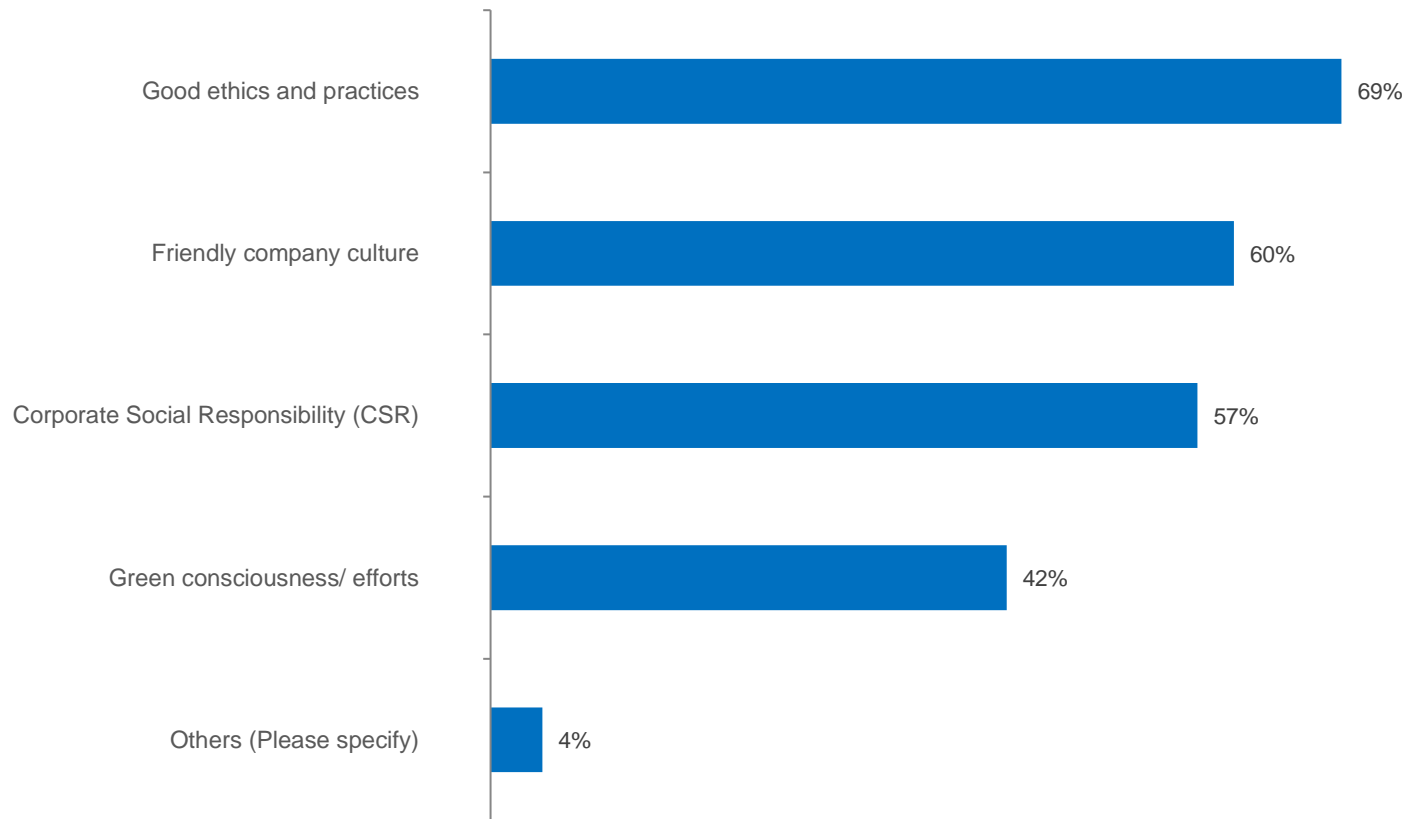
Q1. When looking for a new opportunity, which of the following aspects do you think will attract you towards a company?

Please select all that apply.

Base: Total (2,473)

# Business values that make an employer attractive

- Nearly 7 in 10 respondents in the MENA region find an employer attractive if they follow good ethics and practices.



Q2. According to you, which of the following business values makes a company an attractive employer? Please select all that apply.

Base: Total (2,473)

# Business values that make an employer attractive

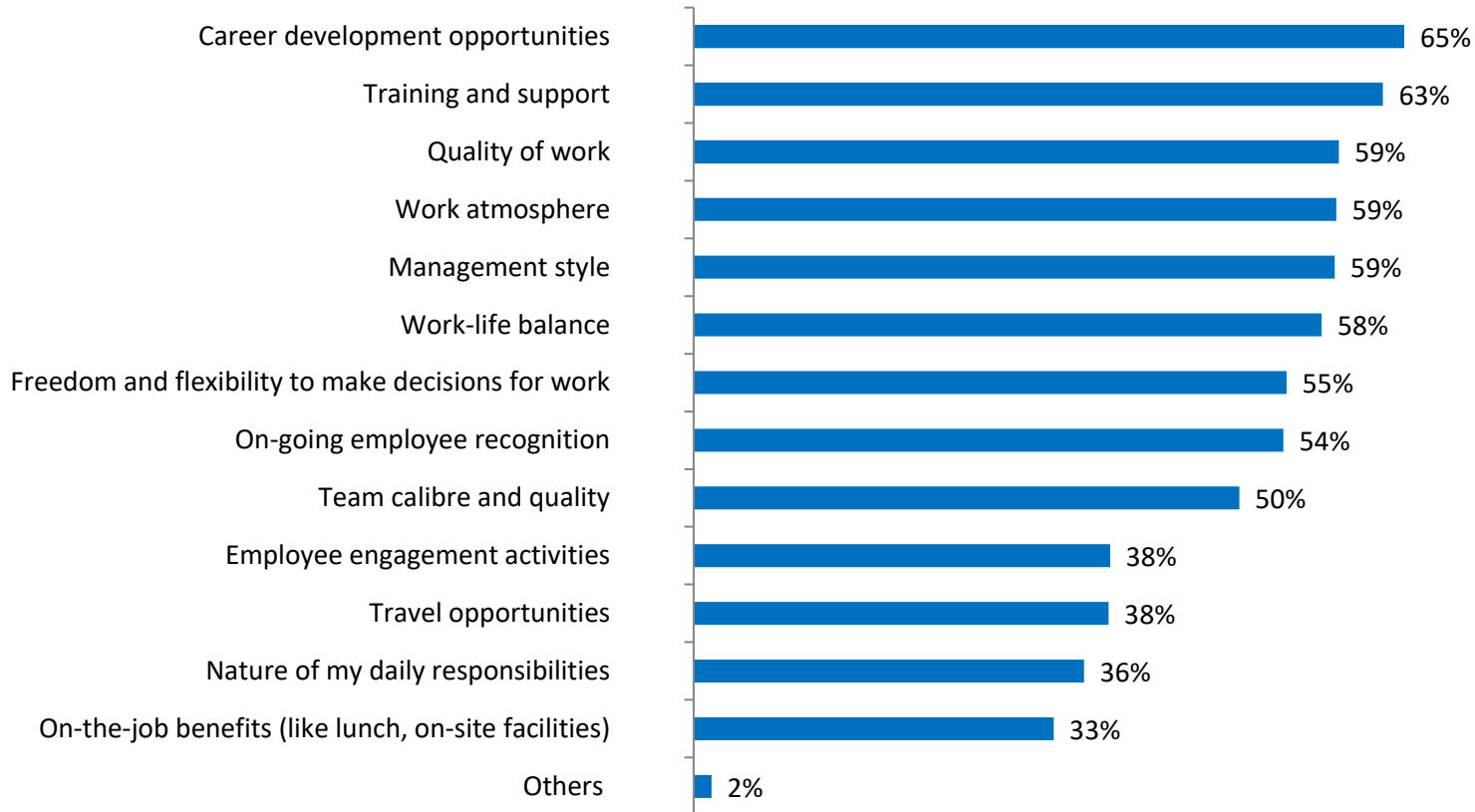
	Total	GCC					Levant			North Africa				Others	
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	2473	526	236	104	35	47	139	133	41	430	98	83	34	41	482
Good ethics and practices	69%	66%	70%	74%	60%	64%	69%	74%	56%	68%	54%	71%	74%	78%	76%
Friendly company culture	60%	57%	67%	64%	57%	68%	57%	66%	71%	60%	43%	51%	41%	54%	65%
Corporate Social Responsibility (CSR)	57%	62%	49%	51%	46%	49%	48%	62%	49%	65%	66%	60%	74%	56%	53%
Green consciousness/ efforts	42%	49%	35%	34%	34%	38%	32%	47%	49%	48%	36%	47%	38%	51%	35%
Others (Please specify)	4%	3%	4%	6%	9%	6%	1%	4%	7%	3%	2%	8%	3%	-	6%

Q2. According to you, which of the following business values makes a company an attractive employer? Please select all that apply.

Base: Total (2,473)

# On-the-job attributes that attract talent

- Nearly two-thirds of the respondents claim that on-the-job attributes like career development opportunities attract them to a company. This is followed by training and support (63%) and the quality of work in the company (59%).



Q3. According to you, which of the following on-the-job attributes can make a company attractive for an employee? Please select all that apply.

Base: Those working (1,332)

# On-the-job attributes that attract talent

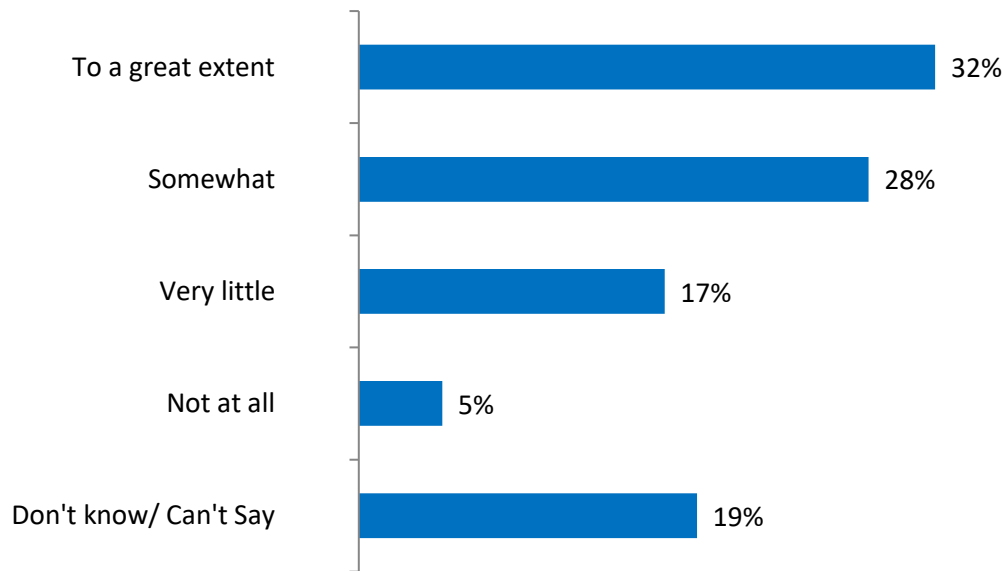
	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	1332	223	138	76	21	31	71	71	23	213	35	37	22	28	322
Career development opportunities	65%	68%	61%	62%	67%	52%	49%	70%	57%	74%	51%	70%	59%	71%	66%
Training and support	63%	59%	59%	55%	62%	65%	61%	65%	43%	68%	57%	57%	59%	75%	71%
Quality of work	59%	60%	61%	61%	57%	48%	52%	66%	57%	60%	43%	57%	55%	64%	61%
Work atmosphere	59%	56%	59%	68%	62%	52%	51%	76%	57%	60%	43%	68%	59%	64%	57%
Management style	59%	67%	51%	61%	57%	45%	45%	73%	83%	69%	43%	49%	50%	68%	53%
Work-life balance	58%	54%	59%	53%	71%	52%	48%	69%	57%	63%	37%	59%	36%	64%	60%
Freedom and flexibility to make decisions for work	55%	45%	54%	57%	71%	39%	54%	62%	61%	62%	37%	41%	64%	68%	57%
On-going employee recognition	54%	63%	46%	47%	52%	39%	41%	68%	70%	68%	46%	81%	64%	68%	43%
Team calibre and quality	50%	53%	43%	54%	52%	39%	45%	61%	52%	56%	46%	49%	50%	75%	44%
Employee engagement activities	38%	35%	43%	36%	48%	32%	28%	39%	39%	42%	23%	35%	32%	50%	41%
Travel opportunities	38%	27%	34%	26%	43%	32%	31%	39%	48%	46%	40%	46%	23%	54%	44%
Nature of my daily responsibilities	36%	33%	41%	37%	29%	35%	30%	30%	43%	39%	23%	27%	23%	43%	40%
On-the-job benefits (like lunch, on-site facilities)	33%	26%	34%	26%	43%	35%	15%	37%	43%	38%	20%	30%	23%	50%	38%
Others (please specify)	2%	2%	1%	3%	5%	-	-	1%	-	2%	-	3%	5%	-	2%

Q3. According to you, which of the following on-the-job attributes can make a company attractive for an employee? Please select all that apply.

Base: Those working (1,332)

# Degree of effort taken to attract new talent

- 32% of the respondents believe that companies do a good job to a great extent at exciting job seekers about their culture in order to attract talent to their company.



Q4. To what extent do companies do a good job at exciting job seekers about their culture and attracting them to apply?

Base: Total (2,473)

# Degree of effort taken to attract new talent

	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	2473	526	236	104	35	47	139	133	41	430	98	83	34	41	482
To a great extent	32%	29%	41%	29%	31%	38%	34%	24%	22%	22%	21%	30%	29%	27%	44%
Somewhat	28%	30%	25%	24%	20%	13%	27%	33%	22%	39%	34%	31%	29%	34%	19%
Very little	17%	15%	14%	23%	20%	23%	15%	21%	24%	17%	19%	17%	21%	15%	16%
Not at all	5%	5%	5%	9%	6%	9%	3%	3%	7%	7%	1%	2%	6%	2%	3%
Don't know/ Can't Say	19%	21%	15%	15%	23%	17%	21%	19%	24%	16%	24%	19%	15%	22%	18%

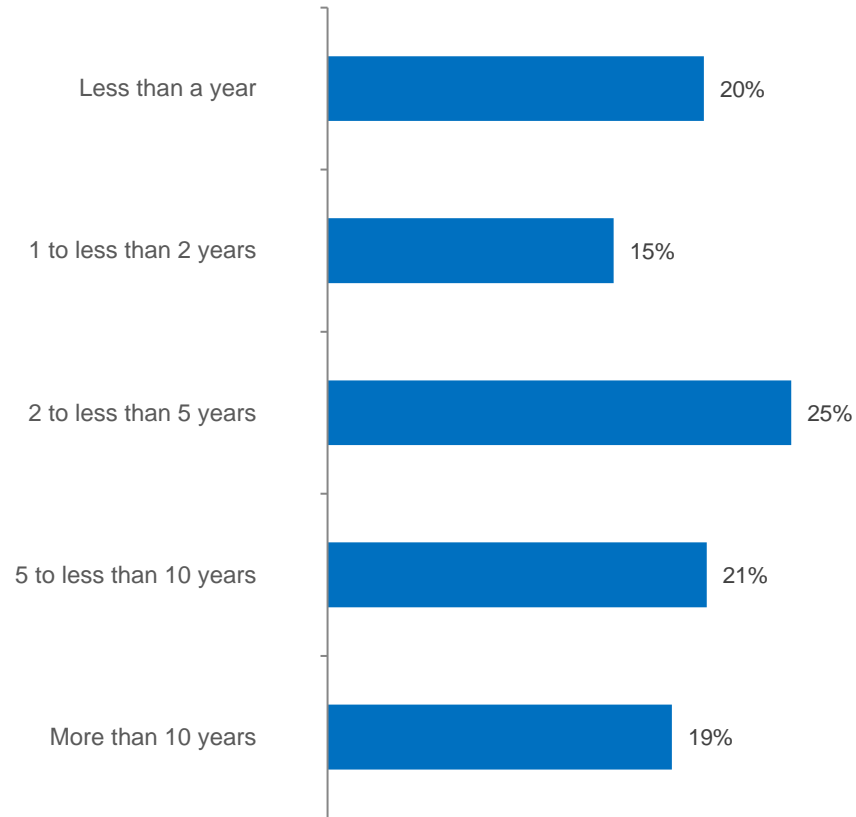
Q4. To what extent do companies do a good job at exciting job seekers about their culture and attracting them to apply?

Base: Total (2,473)



# Tenure in current company

- 65% of the respondents are working in their current organization for over 2 years.



Q5. How long have you been working in your current organization?

Base: Those working (1,332)

# Tenure in current company

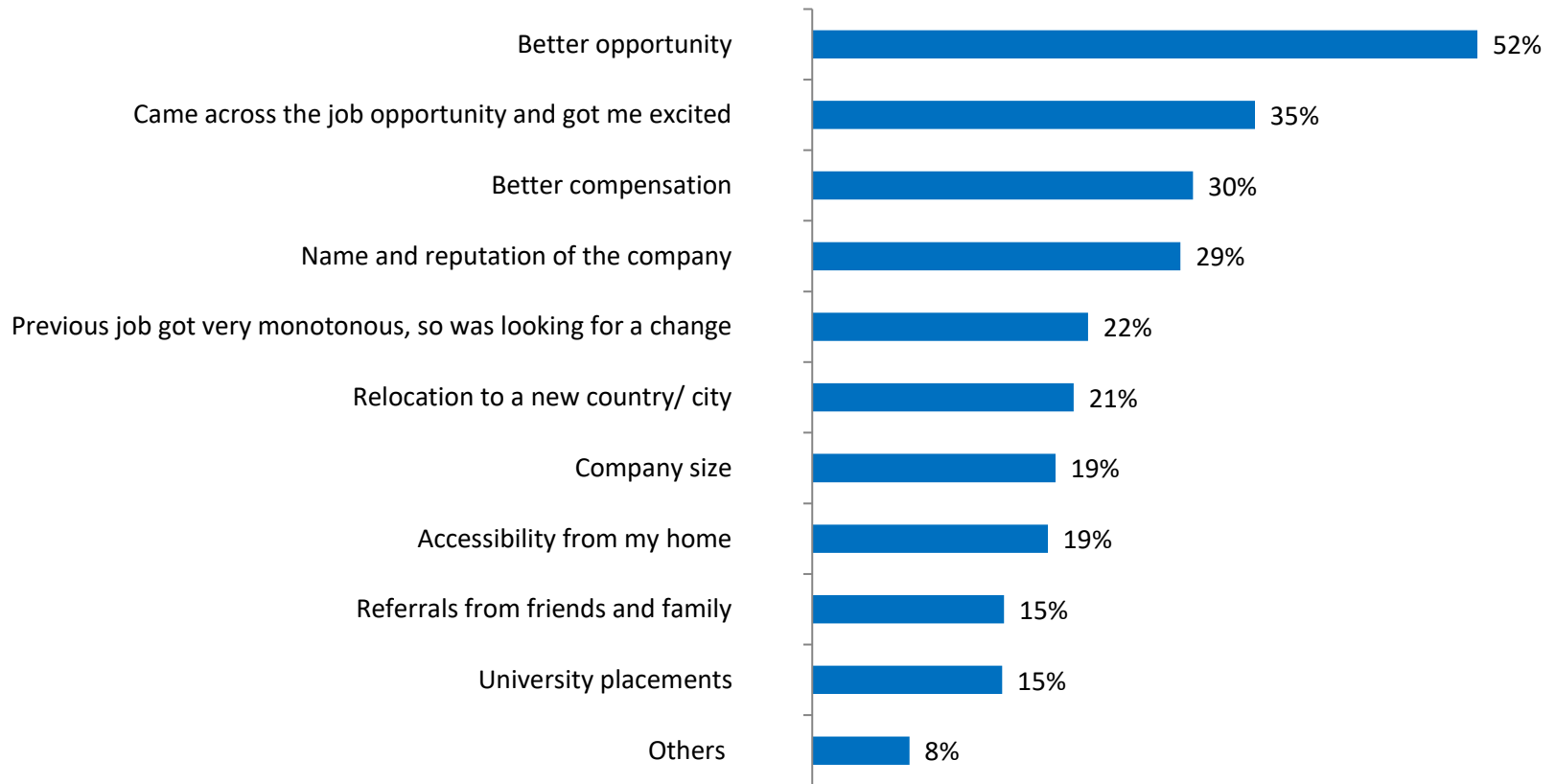
	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	1332	223	138	76	21*	31	71	71	23*	213	35	37	22*	28*	322
Less than a year	20%	30%	22%	11%	29%	3%	11%	24%	17%	20%	20%	16%	18%	11%	20%
1 to less than 2 years	15%	17%	16%	8%	14%	13%	13%	7%	17%	15%	9%	16%	23%	21%	19%
2 to less than 5 years	25%	19%	31%	28%	10%	48%	28%	15%	26%	25%	26%	32%	23%	32%	24%
5 to less than 10 years	21%	20%	18%	36%	29%	32%	20%	28%	13%	15%	26%	14%	14%	11%	21%
More than 10 years	19%	15%	12%	18%	19%	3%	28%	25%	26%	25%	20%	22%	23%	25%	16%

Q5. How long have you been working in your current organization?

Base: Those working (1,332)

# Reasons for applying for the current job

- More than half the respondents applied to their current job for better opportunities, while 35% of the respondents applied because they came across the job opportunity and it got them excited.
- Only 30% of respondents applied to their current jobs for better compensation.



Q6. Why did you apply for your current job? Select all that apply.

Base: Those working (1,332)

# Reasons for applying for the current job

	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	1332	223	138	76	21	31	71	71	23	213	35	37	22	28	322
Better opportunity	52%	43%	57%	70%	71%	55%	41%	55%	43%	52%	29%	30%	45%	54%	61%
Came across the job opportunity and got me excited	35%	38%	29%	25%	29%	26%	30%	31%	35%	39%	29%	41%	36%	50%	37%
Better compensation	30%	22%	34%	39%	38%	29%	31%	24%	17%	26%	26%	16%	14%	21%	39%
Name and reputation of the company	29%	24%	28%	32%	19%	19%	18%	34%	22%	35%	37%	30%	5%	29%	32%
Previous job got very monotonous, so was looking for a change	22%	21%	16%	20%	38%	19%	24%	25%	22%	22%	14%	24%	18%	25%	23%
Relocation to a new country/ city	21%	26%	22%	16%	19%	19%	21%	10%	26%	13%	9%	8%	14%	18%	26%
Company size	19%	20%	17%	18%	14%	19%	11%	18%	13%	27%	23%	27%	-	11%	18%
Accessibility from my home	19%	18%	12%	9%	19%	6%	20%	27%	22%	18%	23%	38%	9%	11%	21%
Referrals from friends and family	15%	14%	12%	16%	5%	3%	18%	15%	9%	16%	3%	14%	5%	14%	20%
University placements	15%	13%	7%	5%	10%	10%	11%	14%	35%	21%	14%	41%	23%	50%	12%
Others (Please specify)	8%	7%	10%	9%	5%	6%	11%	13%	4%	8%	3%	11%	14%	-	6%

Q6. Why did you apply for your current job? Select all that apply.

Base: Those working (1,332)

# Reconsidering current organization

- 66% of the respondents are likely to apply in their current organization and at their current role if they had to do it all over again. Among those 16% who are not likely to choose the current organization and current role, most have stated lack of growth opportunity in the current organization being the key reason for not considering the offer.

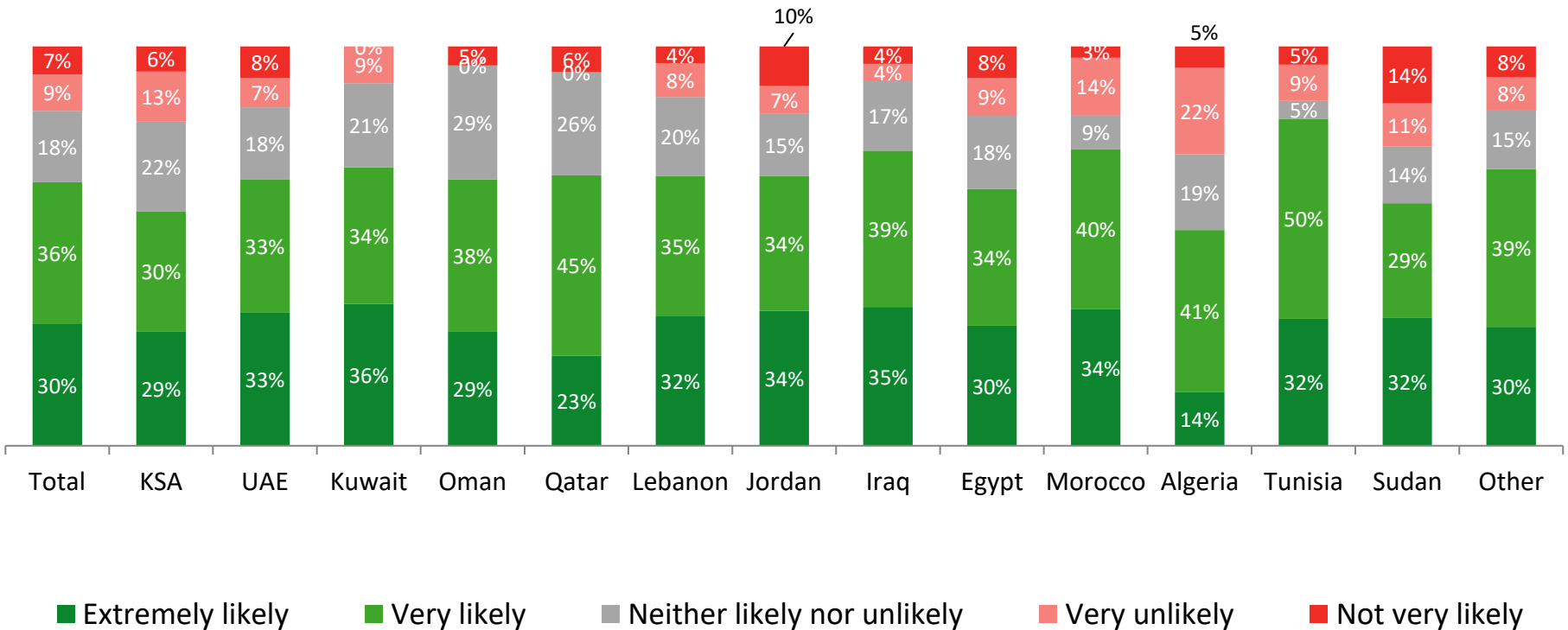


Q7. If you had to do it all over again, how likely are you to apply in the current organization and at your current role?

Q8. Why do you say so? Please select all that apply.

Base: Those working (1,332)

# Reconsidering current organization



KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
223	138	76	21	31	71	71	23	213	35	37	22	28	322

Q7. If you had to do it all over again, how likely are you to apply in the current organization and at your current role?

Base: Those working (898)

# Reasons for not choosing the current organization all over again

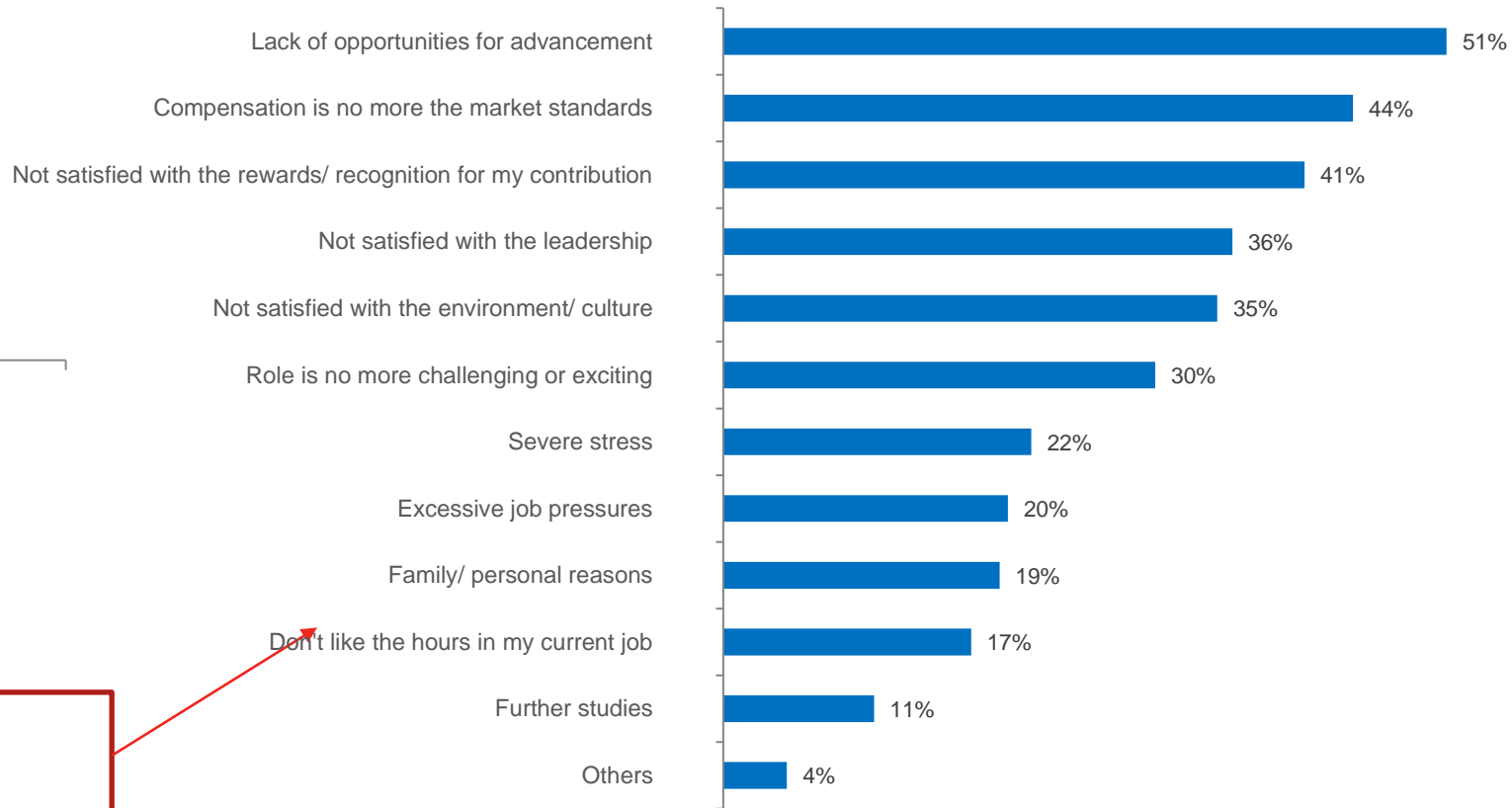
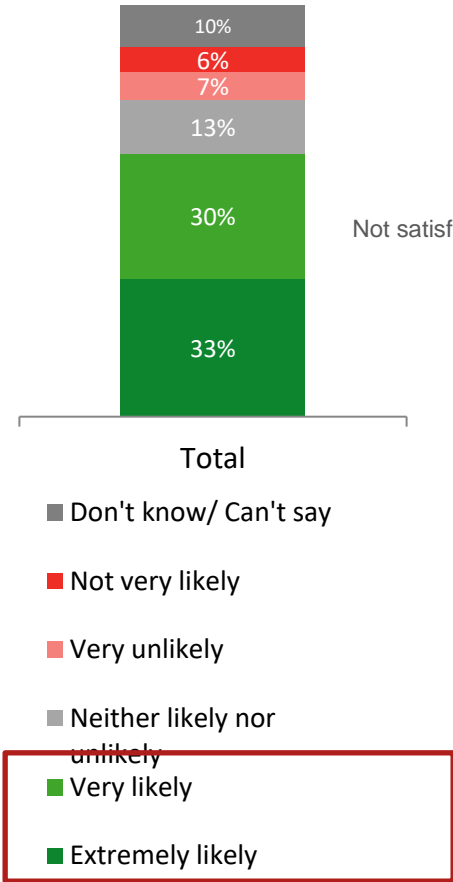
	Total	GCC					Levant			North Africa				Others	
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	215	42	21*	7*	1*	2*	9*	12*	2*	37	6*	10*	3*	7*	51
Growth opportunity is not very great	58%	55%	57%	43%	100%	50%	44%	83%	50%	57%	33%	70%	67%	57%	61%
My expectations were different from the role offered	51%	52%	52%	43%	100%	50%	11%	92%	50%	57%	50%	50%	67%	43%	45%
I am not very comfortable with my team/ manager	45%	60%	52%	29%	100%	-	22%	83%	-	41%	33%	50%	67%	43%	33%
I had taken up this job on temporary basis and my primary focus is some other role	39%	43%	38%	29%	-	50%	33%	50%	50%	54%	67%	50%	-	29%	25%
Not much of a learning experience	39%	33%	43%	29%	100%	-	11%	42%	50%	51%	-	40%	67%	29%	41%
I had very little time for myself and my family	30%	26%	38%	57%	100%	-	33%	33%	-	35%	17%	20%	33%	14%	25%
Others (Please specify)	10%	7%	19%	-	-	-	11%	8%	-	8%	-	-	-	14%	16%

Q8. Why do you say so? Please select all that apply.

Base: Those not likely to choose current organization (215)

# Change company in the next 6 months

- Nearly two-thirds of the working population are looking to change their current company in the next 6 months. Lack of opportunities for advancement (51%) and compensation not being up to market standards (44%) are the top 2 reasons to look for a change.



Base: Those looking for a change (851)

Q9. How likely are you to change your current company in the next 6 months?  
 Q10. What would make you change your current position? Please select all that apply.  
 Base: Those working (1,332)



# Change company in the next 6 months

	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	1332	223	138	76	21	31	71	71	23	213	35	37	22	28	322
Extremely likely	33%	36%	36%	33%	24%	32%	28%	41%	22%	37%	37%	27%	23%	29%	31%
Very likely	30%	29%	35%	26%	24%	32%	25%	28%	22%	31%	20%	38%	41%	43%	31%
Neither likely nor unlikely	13%	16%	7%	16%	33%	10%	15%	11%	26%	10%	9%	11%	9%	21%	14%
Very unlikely	7%	7%	6%	5%	5%	3%	14%	7%	13%	5%	11%	11%	9%	-	6%
Not very likely	6%	4%	11%	4%	5%	16%	7%	3%	-	4%	9%	-	5%	-	9%
Don't know/ Can't say	10%	8%	5%	16%	10%	6%	10%	10%	17%	13%	14%	14%	14%	7%	10%
<b>Net: Top2%</b>	<b>64%</b>	<b>65%</b>	<b>71%</b>	<b>59%</b>	<b>48%</b>	<b>65%</b>	<b>54%</b>	<b>69%</b>	<b>43%</b>	<b>68%</b>	<b>57%</b>	<b>65%</b>	<b>64%</b>	<b>71%</b>	<b>62%</b>
<b>Net: Bot 2%</b>	<b>13%</b>	<b>10%</b>	<b>17%</b>	<b>9%</b>	<b>10%</b>	<b>19%</b>	<b>21%</b>	<b>10%</b>	<b>13%</b>	<b>8%</b>	<b>20%</b>	<b>11%</b>	<b>14%</b>	<b>-</b>	<b>15%</b>

Q9. How likely are you to change your current company in the next 6 months?

Base: Those working (1,332)

# Reason for changing the current company

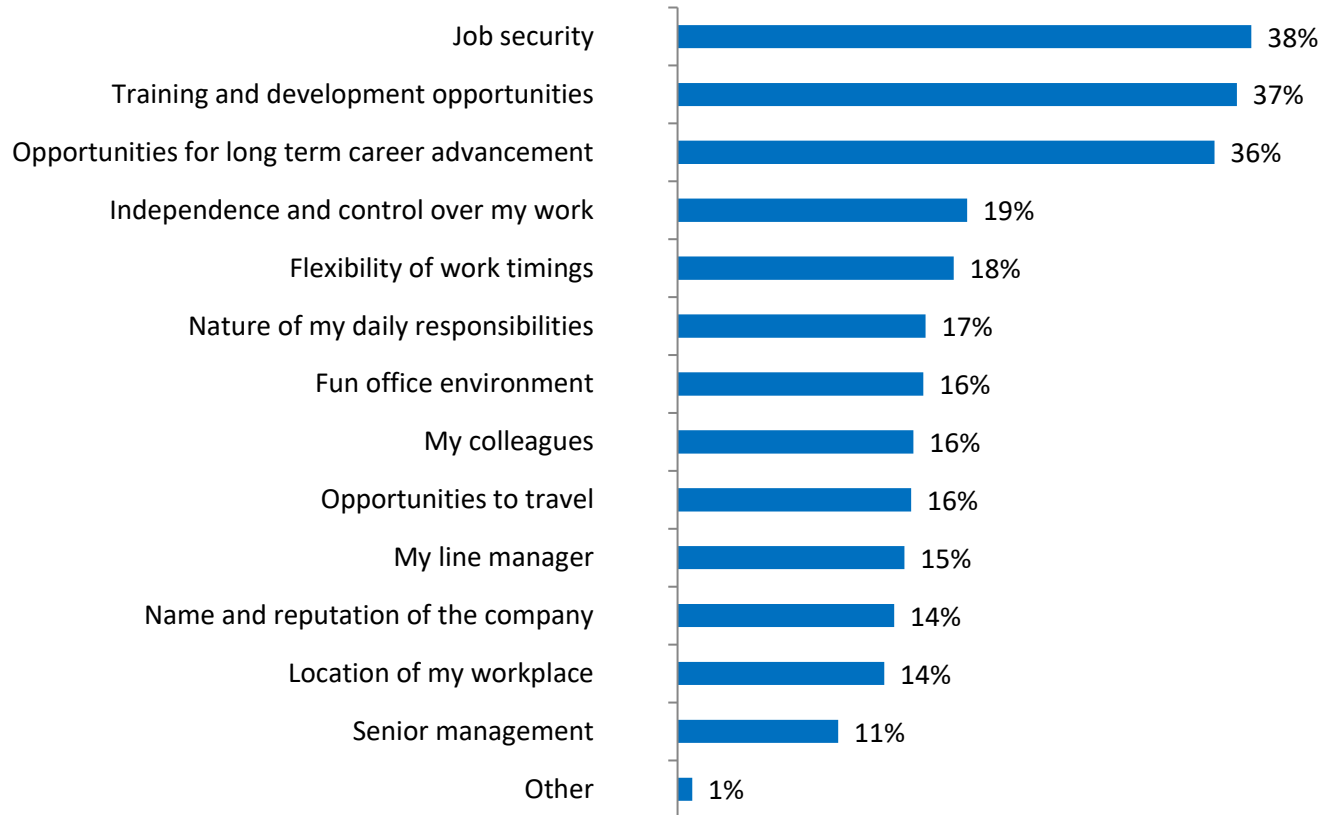
	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	851	146	98	45	10	20	38	49	10	145	20	24	14	20	200
Lack of opportunities for advancement	51%	53%	40%	53%	40%	45%	39%	57%	30%	60%	35%	50%	57%	45%	52%
Compensation is no more the market standards	44%	47%	33%	58%	30%	45%	50%	45%	60%	59%	50%	63%	64%	50%	30%
Not satisfied with the rewards/recognition for my contribution	41%	42%	34%	49%	40%	60%	26%	45%	30%	40%	45%	25%	43%	50%	44%
Not satisfied with the leadership	36%	40%	32%	40%	10%	55%	21%	47%	30%	46%	25%	29%	29%	35%	31%
Not satisfied with the environment/ culture	35%	43%	34%	38%	40%	50%	26%	45%	10%	40%	20%	33%	43%	30%	26%
Role is no more challenging or exciting	30%	32%	34%	40%	10%	10%	26%	35%	50%	30%	15%	38%	36%	25%	29%
Severe stress	22%	25%	19%	29%	20%	15%	26%	31%	10%	22%	35%	13%	14%	15%	17%
Excessive job pressures	20%	22%	21%	13%	20%	25%	24%	29%	10%	19%	15%	25%	21%	20%	17%
Family/ personal reasons	19%	16%	28%	18%	10%	10%	8%	12%	20%	14%	25%	21%	14%	10%	28%
Don't like the hours in my current job	17%	17%	22%	18%	40%	20%	8%	27%	10%	19%	10%	13%	14%	10%	16%
Further studies	11%	6%	11%	7%	-	5%	5%	10%	10%	8%	10%	8%	7%	20%	19%
Others	4%	5%	5%	-	10%	5%	11%	10%	-	3%	-	-	-	5%	4%

Q10. What would make you change your current position? Please select all that apply.

Base: Those looking for a change (851)

# Drivers of loyalty

- Besides salary, job security (38%), training and development opportunities (37%), and opportunities for long term career development (36%) are the major drivers of loyalty towards a company.



Q11. Which of the following variables do you think will most strongly drive your loyalty to the company besides salary? Select the top 3 variables.

Base: Those working (1,332)

# Drivers of loyalty

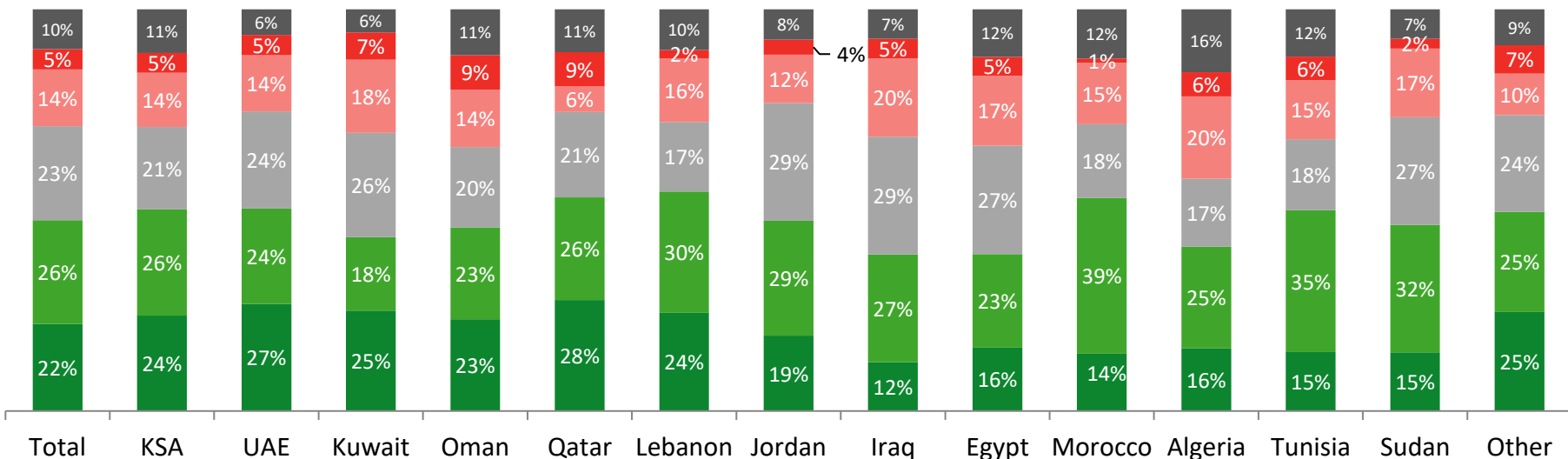
	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	1332	223	138	76	21	31	71	71	23	213	35	37	22	28	322
Job security	38%	37%	38%	45%	29%	29%	27%	35%	39%	44%	43%	32%	27%	21%	42%
Training and development opportunities	37%	34%	35%	26%	24%	26%	39%	42%	30%	37%	34%	38%	55%	57%	44%
Opportunities for long term career advancement	36%	30%	37%	37%	38%	48%	38%	41%	30%	36%	34%	38%	36%	36%	37%
Independence and control over my work	19%	13%	21%	33%	29%	16%	24%	23%	22%	9%	17%	30%	27%	25%	22%
Flexibility of work timings	18%	17%	20%	18%	29%	23%	15%	21%	9%	17%	26%	24%	23%	18%	18%
Nature of my daily responsibilities	17%	16%	18%	20%	24%	16%	18%	14%	26%	12%	3%	8%	23%	4%	21%
Fun office environment	16%	23%	9%	9%	10%	19%	20%	14%	17%	20%	20%	24%	32%	18%	12%
My colleagues	16%	21%	15%	13%	29%	10%	15%	23%	9%	19%	17%	16%	14%	18%	10%
Opportunities to travel	16%	9%	15%	11%	10%	10%	24%	15%	17%	19%	17%	27%	5%	11%	19%
My line manager	15%	22%	11%	17%	14%	16%	10%	21%	17%	26%	11%	3%	5%	21%	7%
Name and reputation of the company	14%	17%	16%	17%	5%	16%	10%	6%	13%	18%	3%	11%	14%	7%	14%
Location of my workplace	14%	17%	12%	8%	19%	10%	25%	15%	17%	12%	9%	16%	14%	11%	12%
Senior management	11%	10%	11%	20%	24%	10%	7%	6%	4%	11%	14%	-	5%	25%	10%
Other (please specify)	1%	2%	-	1%	-	-	1%	3%	-	1%	-	-	-	4%	1%

Q11. Which of the following variables do you think will most strongly drive your loyalty to the company besides salary? Select the top 3 variables.

Base: Those working (1,332)

# Access to information on company's culture

- Nearly half the respondents claim that it is easy for them to access the information related to a company's culture and work environment.



■ Very easy 
 ■ Somewhat easy 
 ■ Neither easy nor difficult 
 ■ Somewhat difficult 
 ■ Very difficult 
 ■ Don't know/ Can't say

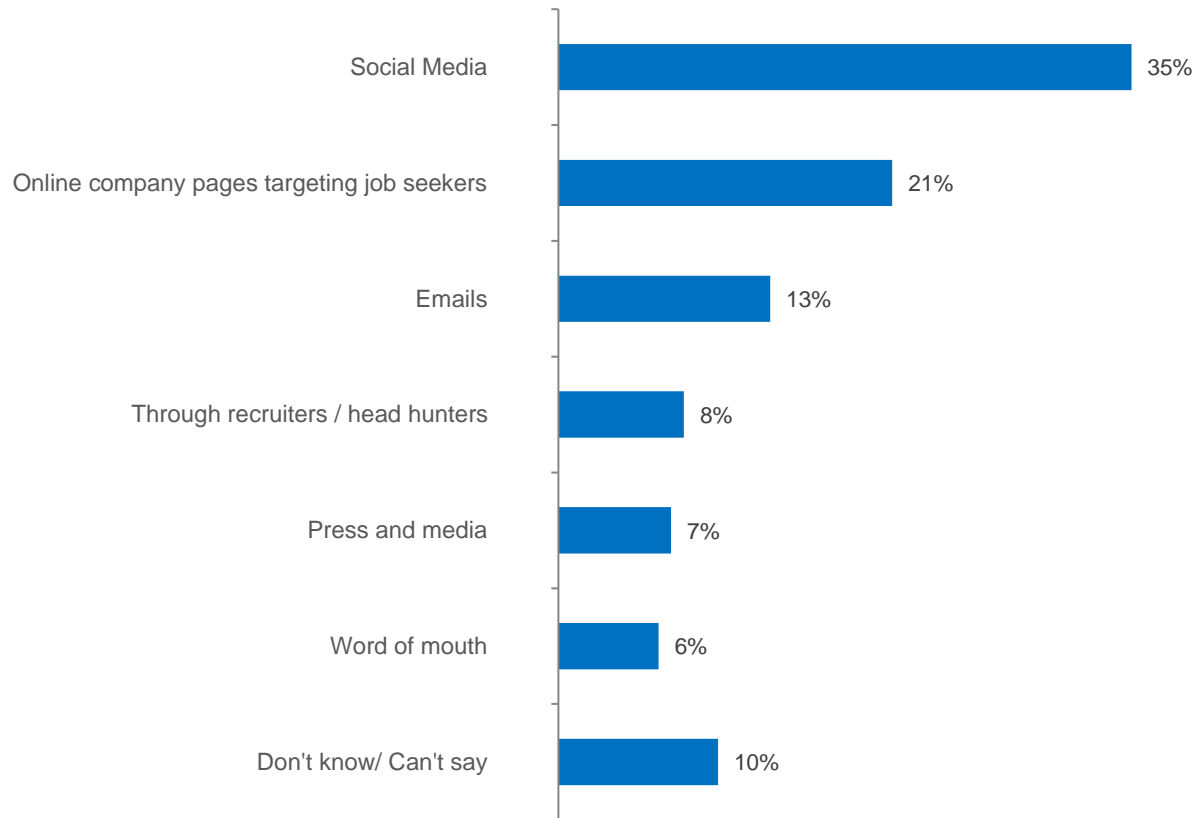
KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
526	236	104	35	47	139	133	41	430	98	83	34	41	482

Q12. How easy is it for you to access the information about company's culture and work environment when applying for jobs?

Base: Total (2,473)

# Promoting culture to attract talent

- Social Media is considered to be the most effective medium to promote a company's culture to job seekers with more than 3 in 10 respondents agreeing to this.



Q13. What is the best way for companies to promote their company culture to job seekers?

Base: Total (2,473)

# Promoting culture to attract talent

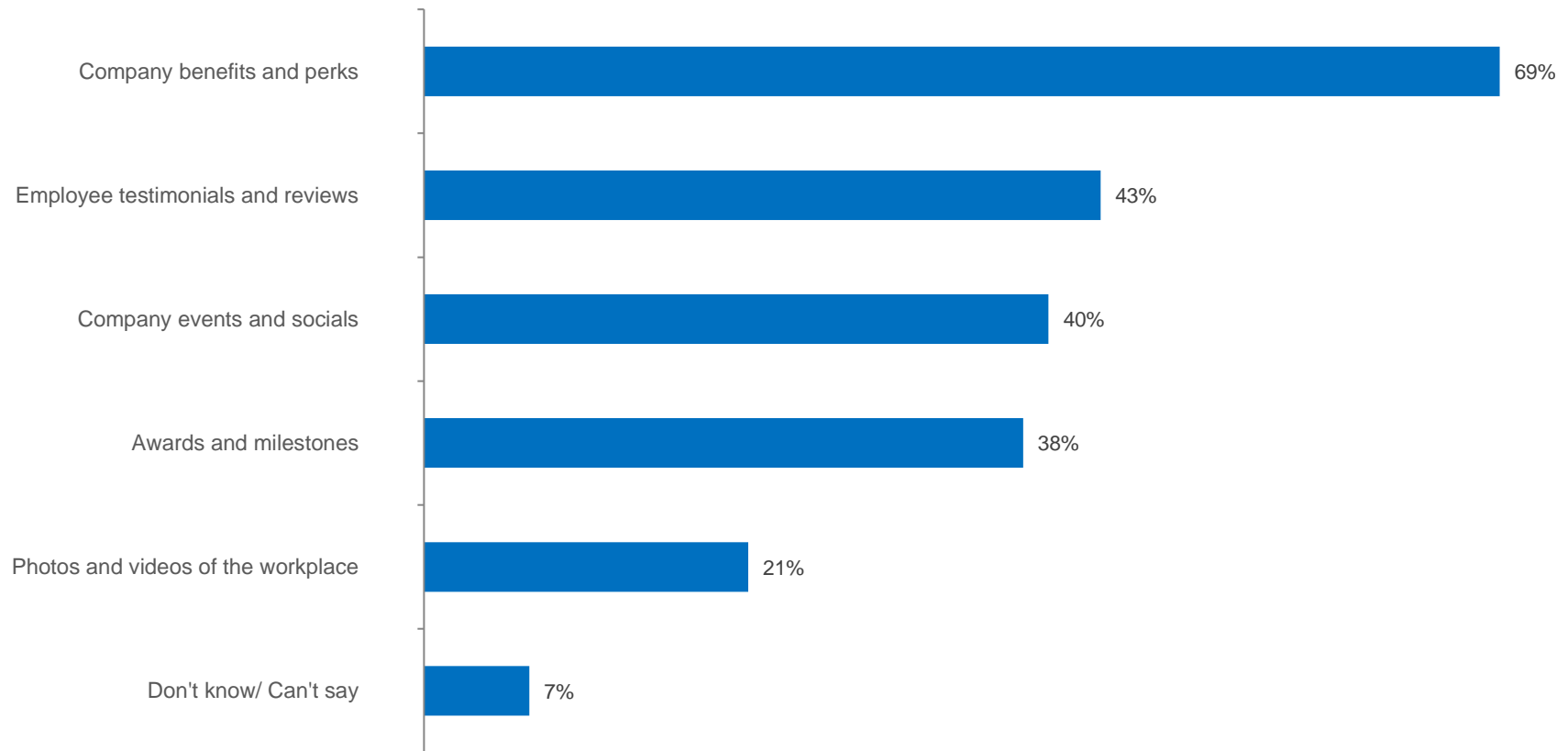
	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
Base	2473	526	236	104	35	47	139	133	41	430	98	83	34	41	482
Social Media	35%	40%	28%	36%	23%	38%	38%	41%	44%	42%	26%	29%	32%	29%	30%
Online company pages targeting job seekers	21%	18%	27%	16%	17%	26%	22%	17%	17%	17%	20%	13%	15%	15%	27%
Emails	13%	13%	17%	13%	17%	19%	12%	15%	5%	10%	12%	13%	12%	20%	14%
Through recruiters / head hunters	8%	6%	8%	9%	9%	2%	6%	5%	7%	6%	16%	23%	15%	5%	9%
Press and media	7%	6%	6%	10%	9%	2%	10%	8%	5%	7%	9%	10%	3%	10%	7%
Word of mouth	6%	4%	6%	8%	6%	9%	4%	5%	2%	8%	9%	7%	6%	7%	7%
Don't know/ Can't say	10%	13%	8%	10%	20%	4%	9%	10%	20%	10%	7%	5%	18%	15%	7%

Q13. What is the best way for companies to promote their company culture to job seekers?

Base: Total (2,473)

# Factors that excite talent to join a company

- Company's benefits and perks (69%), employee testimonials and reviews (43%) and company events and socials (40%) are the top factors that excite a talent to join a company as an employee.



Q14. What type of information would most excite you to join a company as an employee? Please select all that apply.

Base: Total (2,473)



# Factors that excite talent to join a company

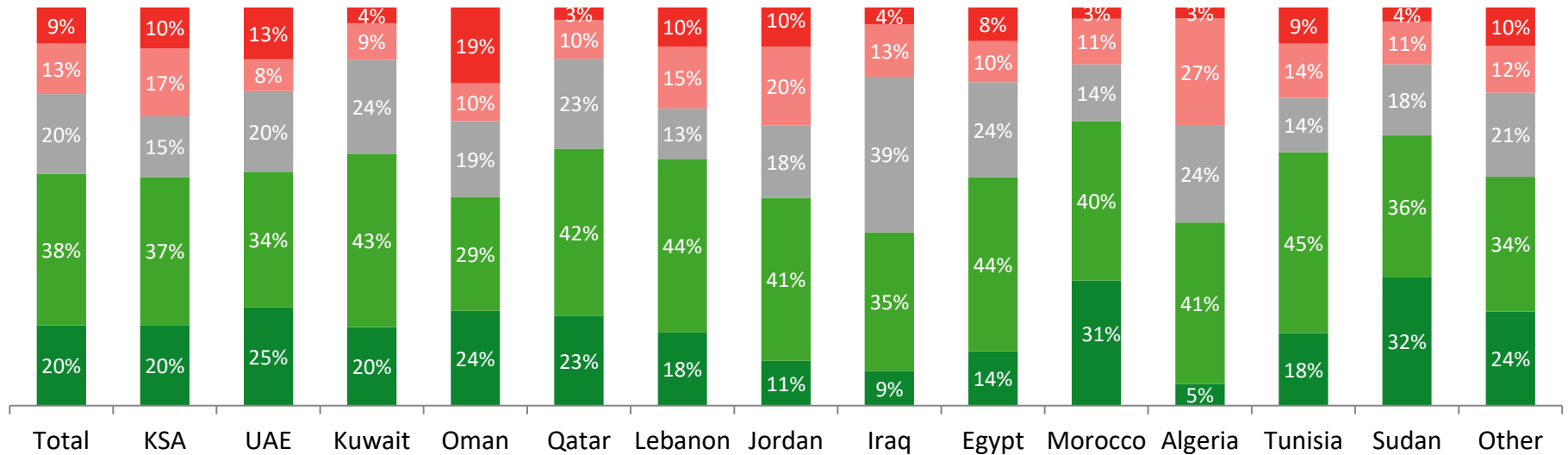
	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
<b>Base</b>	2473	526	236	104	35	47	139	133	41	430	98	83	34	41	482
Company benefits and perks	69%	67%	68%	72%	69%	74%	59%	71%	59%	75%	61%	66%	79%	71%	68%
Employee testimonials and reviews	43%	42%	46%	50%	26%	51%	35%	46%	44%	45%	26%	22%	32%	44%	51%
Company events and socials	40%	38%	38%	38%	31%	32%	37%	44%	32%	47%	40%	46%	41%	44%	37%
Awards and milestones	38%	40%	30%	36%	43%	45%	40%	38%	34%	44%	23%	41%	24%	41%	39%
Photos and videos of the workplace	21%	19%	20%	17%	23%	34%	22%	23%	34%	20%	18%	17%	12%	17%	21%
Don't know/ Can't say	7%	8%	7%	9%	14%	4%	6%	8%	10%	5%	5%	5%	6%	10%	5%

Q14. What type of information would most excite you to join a company as an employee? Please select all that apply.

Base: Total (2,473)

# Happiness at current workplace

- 58% of the working population of MENA are happy at their current workplace.



■ Extremely happy 
 ■ Somewhat happy 
 ■ Neither happy nor unhappy 
 ■ Somewhat unhappy 
 ■ Not at all happy

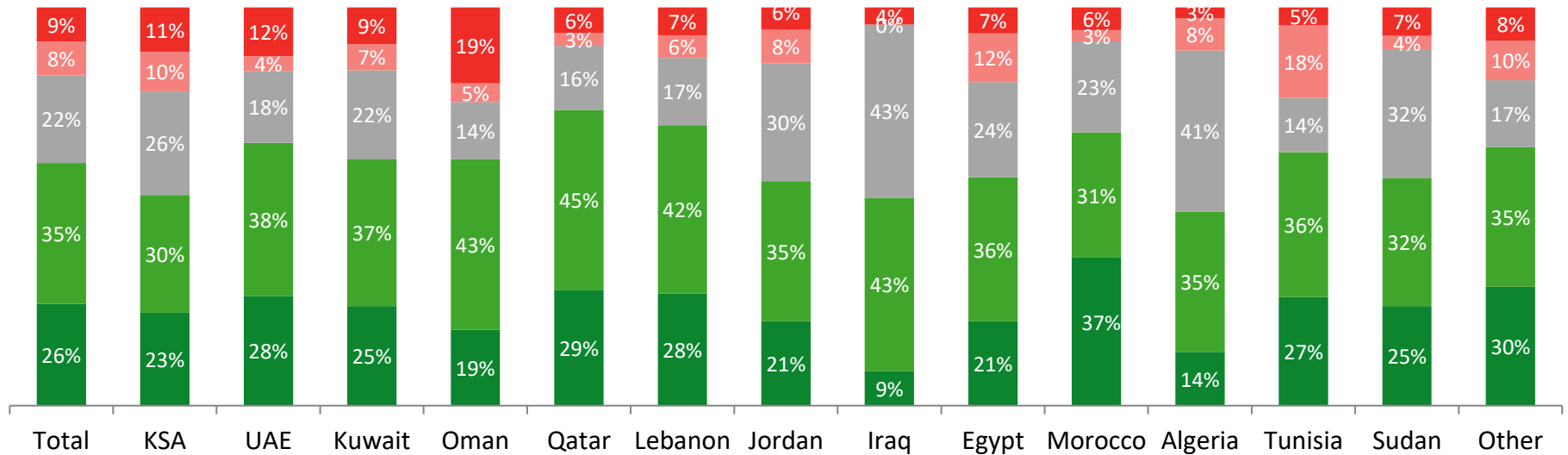
KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
223	138	76	21	31	71	71	23	213	35	37	22	28	322

Q15. Using the below scale, please indicate how happy are you with your current work?

Base: Those working (1,332)

# Likelihood of recommending current workplace

- 61% of the working population in MENA would recommend their current workplace to someone looking for a job.



■ Extremely likely   
 ■ Somewhat likely   
 ■ Neither likely nor unlikely   
 ■ Somewhat unlikely   
 ■ Not at all likely

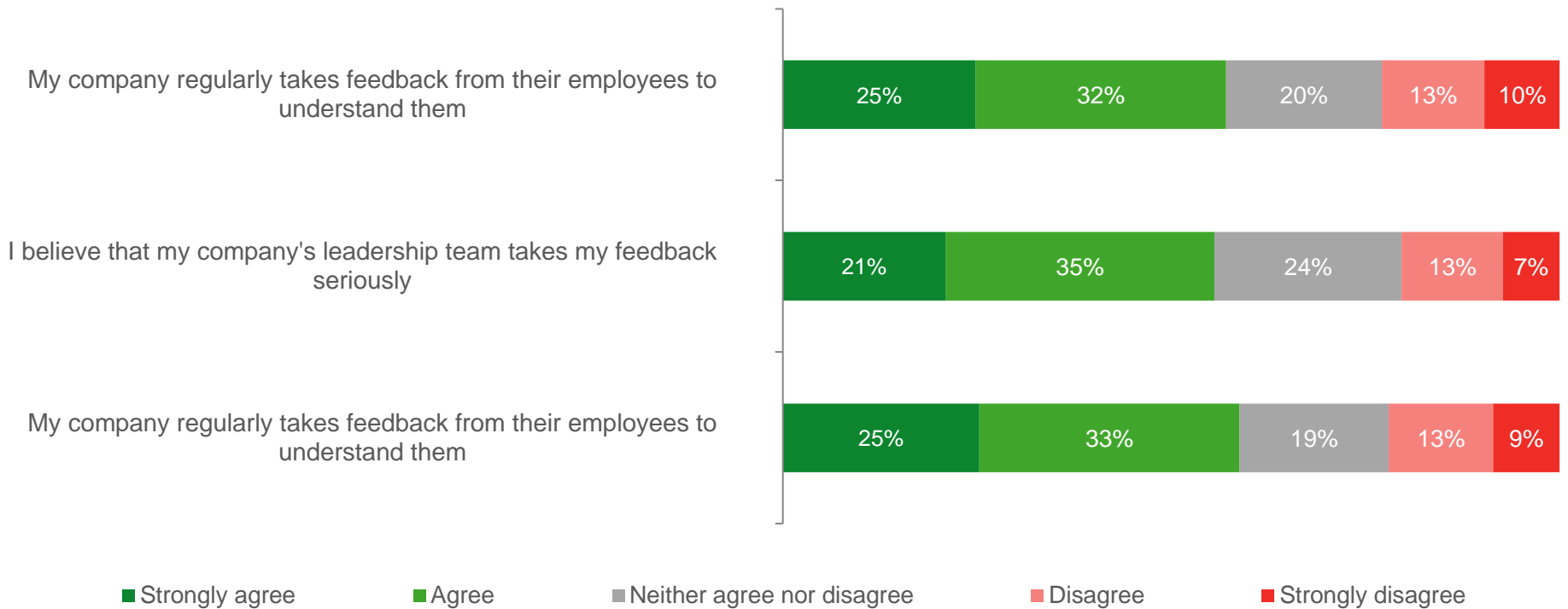
KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other
223	138	76	21	31	71	71	23	213	35	37	22	28	322

Q16. How likely are you to recommend your current workplace to someone looking for a job?

Base: Those working (1,332)

# Feedback in the company

- About 6 in 10 agree that the company regularly takes feedback from their employees to understand them and 56% agree that the leadership takes their feedback seriously. 58% agree that the company takes efforts to generate good opportunities to retain talent.



How much do you agree with the following statements?

Base: Those working (1,332)

# Feedback in the company

	Total	GCC					Levant			North Africa					Others
		KSA	UAE	Kuwait	Oman	Qatar	Lebanon	Jordan	Iraq	Egypt	Morocco	Algeria	Tunisia	Sudan	Other

## Q17\_1. My company regularly takes feedback from their employees to understand them

<b>Base</b>	1332	223	138	76	21	31	71	71	23	213	35	37	22	28	322
Strongly agree	25%	26%	21%	26%	33%	23%	28%	23%	26%	29%	20%	27%	32%	21%	23%
Agree	33%	26%	36%	33%	29%	39%	41%	27%	26%	27%	34%	30%	45%	46%	39%
Neither agree nor disagree	19%	22%	16%	17%	10%	13%	18%	24%	30%	23%	23%	24%	9%	11%	17%
Disagree	13%	13%	15%	20%	24%	19%	6%	17%	17%	12%	11%	16%	5%	18%	12%
Strongly disagree	9%	12%	12%	4%	5%	6%	7%	10%	-	8%	11%	3%	9%	4%	8%
<b>Net: Top2%</b>	<b>59%</b>	<b>52%</b>	<b>57%</b>	<b>59%</b>	<b>62%</b>	<b>61%</b>	<b>69%</b>	<b>49%</b>	<b>52%</b>	<b>56%</b>	<b>54%</b>	<b>57%</b>	<b>77%</b>	<b>68%</b>	<b>62%</b>
<b>Net: Bot 2%</b>	<b>22%</b>	<b>25%</b>	<b>27%</b>	<b>24%</b>	<b>29%</b>	<b>26%</b>	<b>13%</b>	<b>27%</b>	<b>17%</b>	<b>21%</b>	<b>23%</b>	<b>19%</b>	<b>14%</b>	<b>21%</b>	<b>21%</b>

## Q17\_2. I believe that my company's leadership team takes my feedback seriously

<b>Base</b>	1332	223	138	76	21	31	71	71	23	213	35	37	22	28	322
Strongly agree	21%	22%	22%	21%	19%	29%	24%	24%	26%	19%	14%	22%	14%	18%	20%
Agree	35%	35%	31%	37%	33%	23%	49%	21%	13%	28%	23%	27%	59%	39%	42%
Neither agree nor disagree	24%	20%	28%	25%	33%	19%	20%	24%	43%	32%	43%	30%	14%	25%	18%
Disagree	13%	13%	12%	11%	14%	23%	1%	25%	17%	13%	17%	14%	9%	18%	13%
Strongly disagree	7%	11%	7%	7%	-	6%	6%	6%	-	8%	3%	8%	5%	-	7%
<b>Net: Top2%</b>	<b>56%</b>	<b>57%</b>	<b>54%</b>	<b>58%</b>	<b>52%</b>	<b>52%</b>	<b>73%</b>	<b>45%</b>	<b>39%</b>	<b>46%</b>	<b>37%</b>	<b>49%</b>	<b>73%</b>	<b>57%</b>	<b>61%</b>
<b>Net: Bot 2%</b>	<b>20%</b>	<b>24%</b>	<b>19%</b>	<b>17%</b>	<b>14%</b>	<b>29%</b>	<b>7%</b>	<b>31%</b>	<b>17%</b>	<b>21%</b>	<b>20%</b>	<b>22%</b>	<b>14%</b>	<b>18%</b>	<b>20%</b>

## Q17\_3. My company takes conscious efforts to generate good opportunities to retain talent

<b>Base</b>	1332	223	138	76	21	31	71	71	23	213	35	37	22	28	322
Strongly agree	25%	30%	21%	14%	10%	35%	25%	20%	22%	31%	26%	24%	32%	21%	22%
Agree	32%	23%	38%	37%	57%	19%	39%	25%	26%	23%	43%	30%	32%	39%	38%
Neither agree nor disagree	20%	22%	19%	25%	19%	19%	23%	17%	26%	23%	14%	24%	14%	21%	17%
Disagree	13%	13%	14%	12%	10%	19%	4%	20%	17%	14%	14%	14%	14%	7%	14%
Strongly disagree	10%	12%	9%	12%	5%	6%	8%	18%	9%	8%	3%	8%	9%	11%	9%
<b>Net: Top2%</b>	<b>57%</b>	<b>53%</b>	<b>59%</b>	<b>51%</b>	<b>67%</b>	<b>55%</b>	<b>65%</b>	<b>45%</b>	<b>48%</b>	<b>54%</b>	<b>69%</b>	<b>54%</b>	<b>64%</b>	<b>61%</b>	<b>60%</b>
<b>Net: Bot 2%</b>	<b>23%</b>	<b>25%</b>	<b>22%</b>	<b>24%</b>	<b>14%</b>	<b>26%</b>	<b>13%</b>	<b>38%</b>	<b>26%</b>	<b>22%</b>	<b>17%</b>	<b>22%</b>	<b>23%</b>	<b>18%</b>	<b>23%</b>

How much do you agree with the following statements?

Base: Those working (1,332)



Section 4

# DEMOGRAPHICS



# Respondent Profile (1/3)

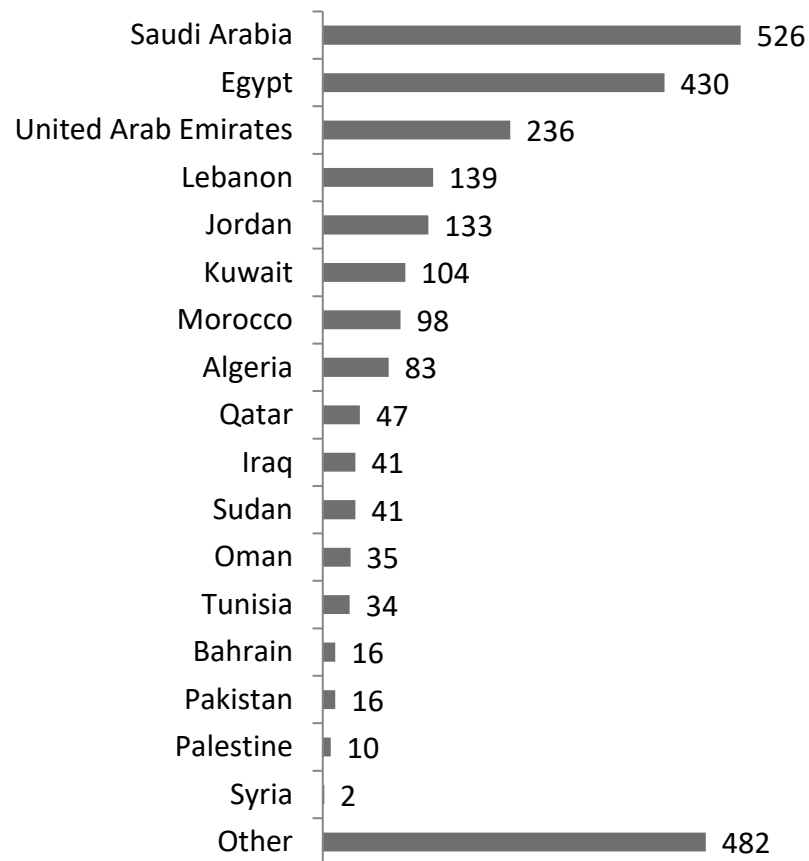
## Gender

- Male – 73%
- Female – 27%

## Age

- 18-25 - 25%
- 26-35 – 36%
- 36-40 – 12%
- 41+ - 27%

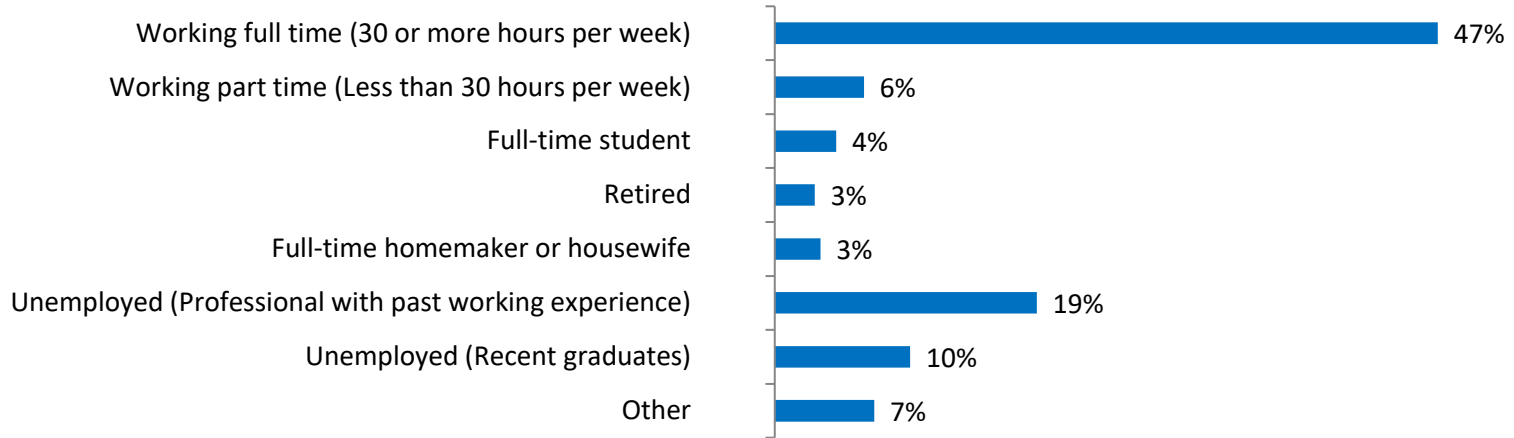
## Country of residence



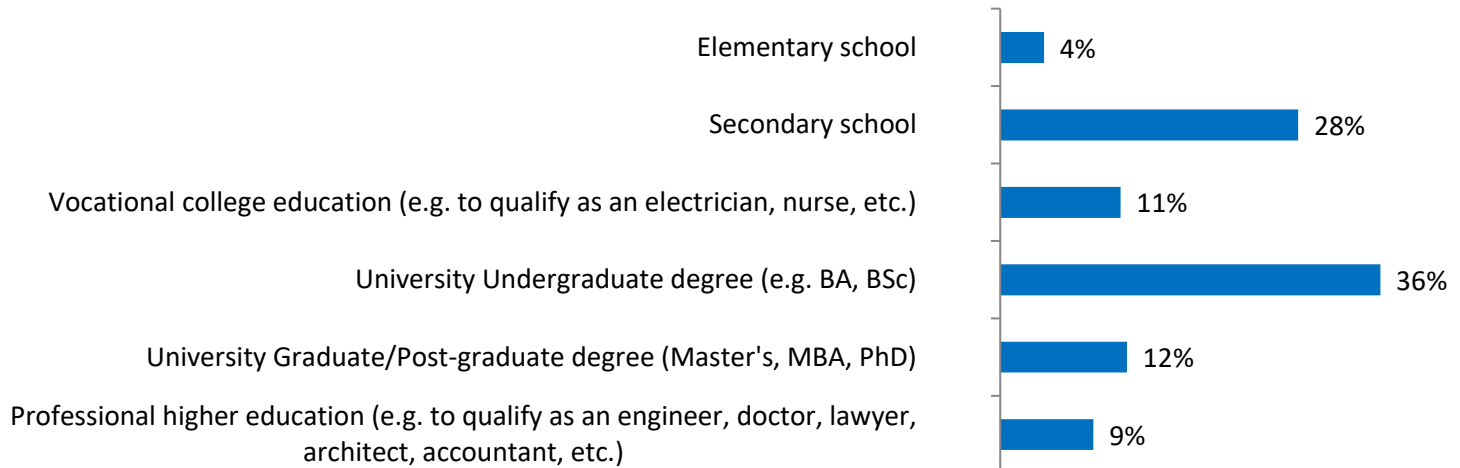
Base: Total (2,473)

# Respondent Profile (2/3)

## Working Status



## Education

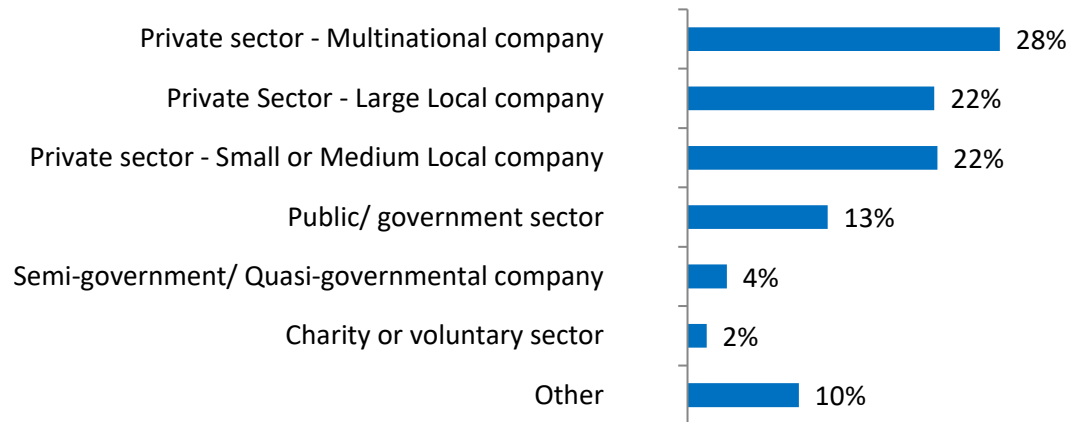


Base: Total (2,473)



# Respondent Profile (3/3)

## Sector of Employment



Base: Those employed (1,165)



**THANK YOU**