



## 2021 Deloitte Namibia Human Capital COVID-19 Flash Survey Report

Unpacking the impact of COVID-19  
on the employee experience

August 2021

# Introduction

March 2020 brought about a level of disruption that neither Namibia, nor the larger globe had anticipated. As with any form of turbulence, the world's response was to try and make sense of what was happening with the primary objective to mitigate risks and ultimately come out stronger than before.

Similarly, Deloitte set out to unpack the experiences of Namibian organisations as they try to navigate the uncertainties brought on by COVID-19 and assess their readiness to embrace what would soon become the “new normal”, whilst no longer merely operating for the sake of survival, but with the aim to thrive in this new world. In response to understanding the latest impact of COVID-19, Deloitte Namibia conducted two COVID-19 flash surveys during 2020, with the third having just been concluded.

The 2021 survey provides a comparative account of how organisations are managing the pandemic while zooming in on the employee – employer relationship. Furthermore, this report compares organisations' current and future practices as a result of the turbulent times we face. Of equal importance, this year's survey aims to understand how COVID-19 has affected the Namibian employee experience, and how employers are responding to the need for alternative approaches towards healthy levels of employee engagement.

The results included in this report illustrate how differently Namibian organisations have been impacted by COVID-19. Despite the unique nuances each organisation holds, the data suggests key similarities in the challenges we need to solve. Employee wellbeing and the needed support from leadership is highlighted. Leadership's stance on leveraging near term strategies that supports the novelty that the world will

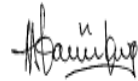
return to business as usual (before COVID-19) are challenged by the need to find a middle ground for the demand for remote working and increased flexibility. The complexity of these scenarios are amplified by increased COVID-19 infection rates recorded in the recent third wave, burnout and a perceived dip in employee engagement levels.

For leaders, this means changing how we think about, engage and manage our teams – and learning to connect in a way that humanises the employee experience. Employees demand for remote working as apposed to “office first” mandates are top of mind for most Namibians and pointing us to consider a multimodal approach for the uncertain world we live in.

As Peter Drucker famously said, “The greatest danger in times of turbulence is not the turbulence itself, but to act with yesterday's logic”. We hope this report sheds light and inspires our clients to rethink and imagine new approaches when addressing the very real opportunities and challenges COVID-19 creates for Namibian organisations.

One hundred and thirty-nine employees/employers provided input into this survey, for which we extend our sincere gratitude. This report outlines the results of the survey which we trust you will find insightful during these unprecedented times.

Please contact our Human Capital team as detailed in the contacts page should you have any queries or concerns.



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# Contents

## 01 COVID-19 Flash Survey Results and Insights

- Demographic Results
- Strategic Overview
- Work Arrangements
- Working Remotely
- Leave Allocation
- Support
- Reflecting and looking forward

## 02 Key Insights and Thought Leadership

## 03 Contact Details



01

COVID-19 Flash Survey  
Results and Insights

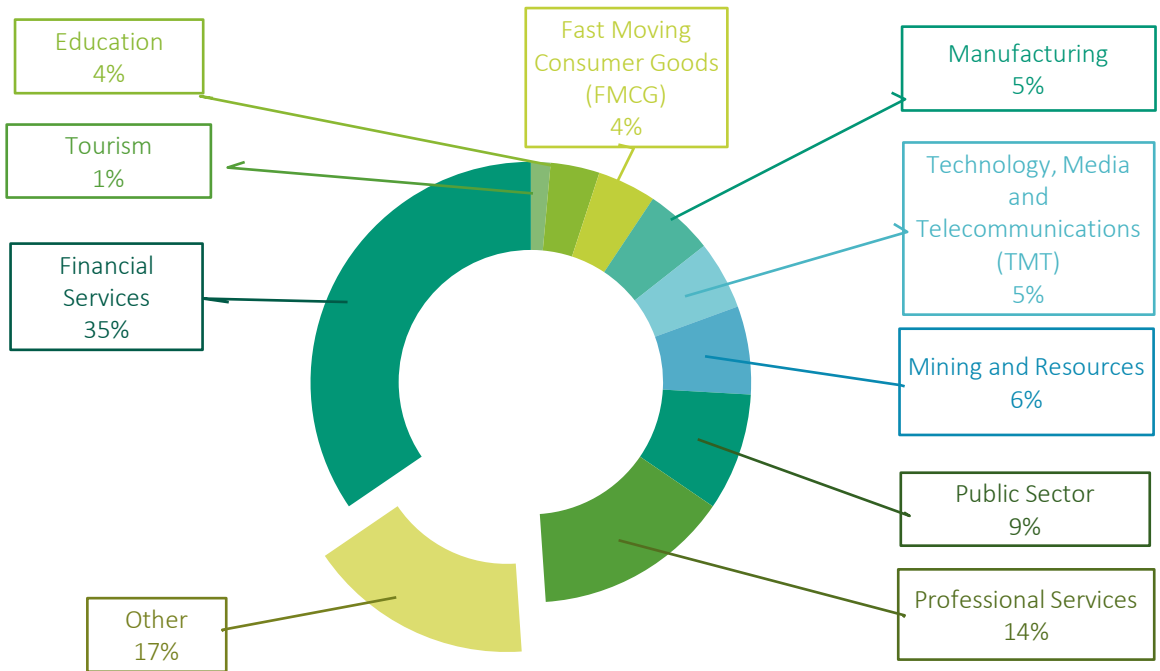


# Demographic Results

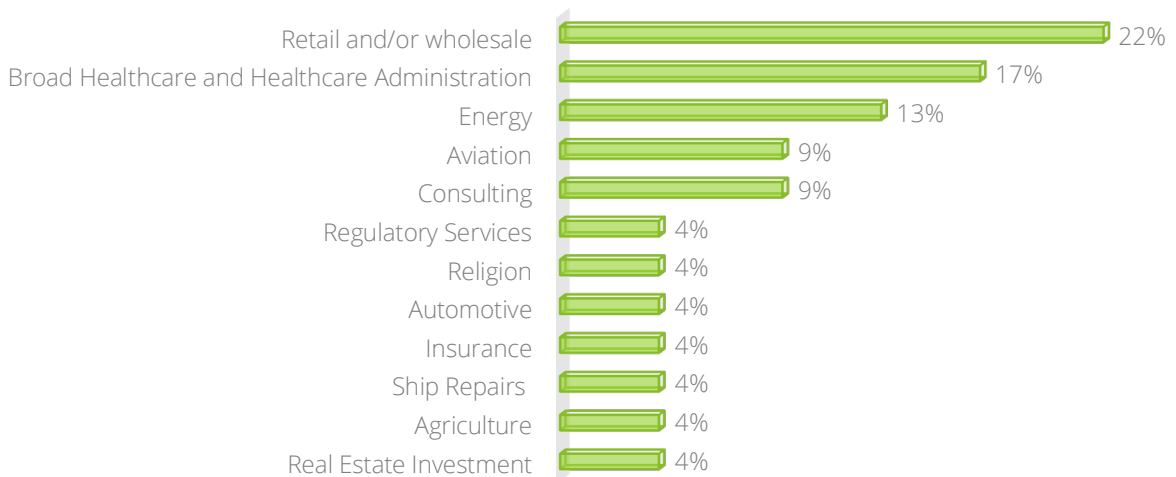
## Industry representation

### Question 1

Which Industry does your organisation fall under?



Seventeen percent of respondents' organisations fall under "other" industries:

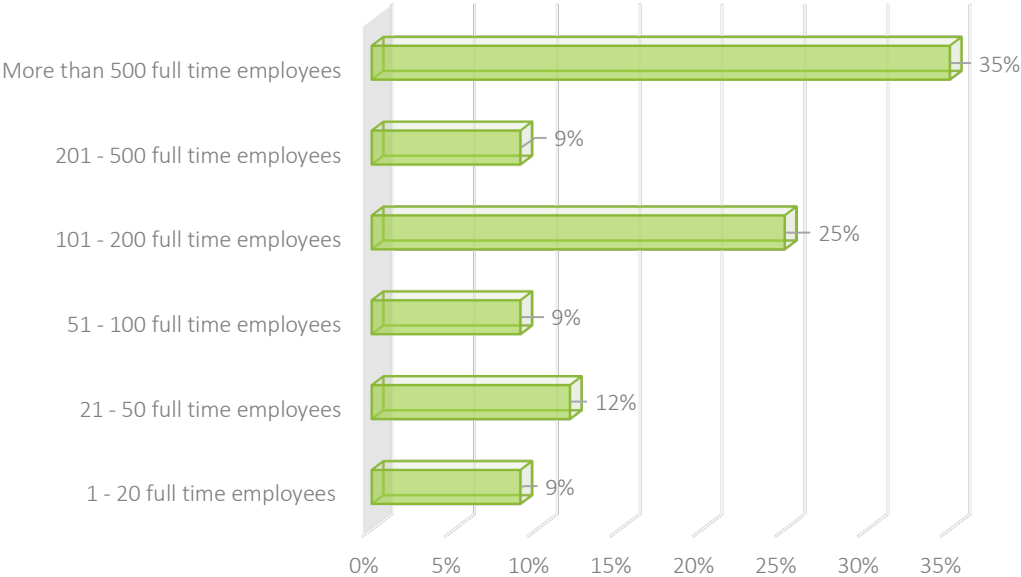


# Demographic Results

## Organisation size

### Question 2

How big is your organisation in terms of employee headcount?



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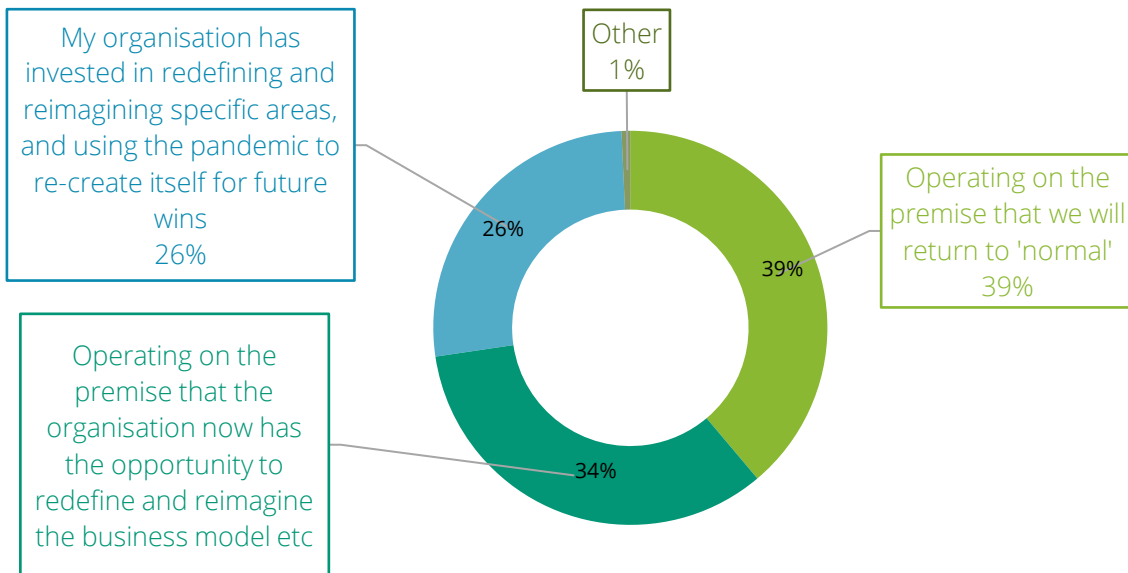
In terms of industry representation, we have seen new industries joining the respondent pool in our COVID-19 survey compared to 2020, namely the broad Healthcare industry, Regulatory Services, Religion, Agriculture as well as Real Estate Investment. In 2021, with the largest represented industry being the Financial Services (35%) followed by Other (17%) and Professional Services (14%).

# Strategic Overview

Business models, people practices and operations

## Question 3

Does your organisation operate on the premise that the organisation will return to 'normal' (before COVID-19 pandemic ) or is your organisation redefining or reimagining its business model, people practices and operations to reinvent itself?



Most of the respondents (39%) are operating on the premise that they will return to normal (before Covid-19), while 34% believe there is an ideal opportunity to redefine and reimagine business models, people practices and operations. Participants that responded with "other" said that their organisation has already been redefining and reimagining its operating model prior to COVID-19.

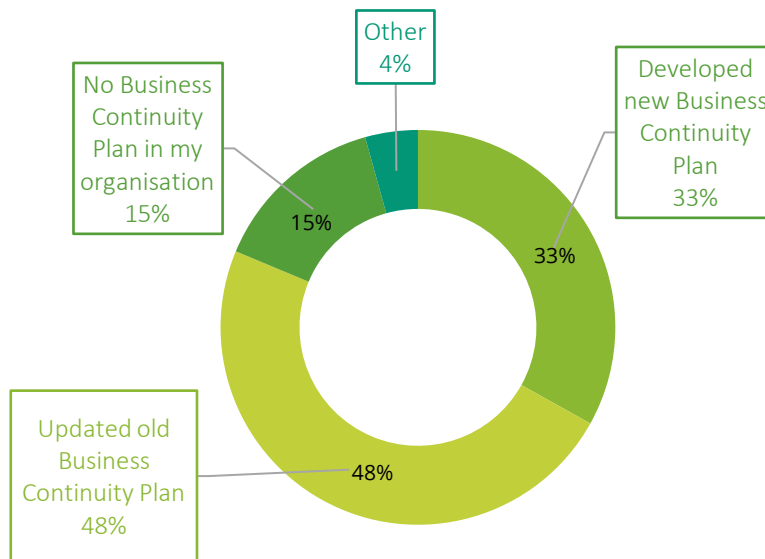
In a world of perpetual disruption, a focus on surviving restricts one's aspirations to accepting each new reality and working within it to accomplish what an organisation has always done. A survival mindset views disruptions as point-in-time crises to be addressed with the expectation that the organisation will revert to "business as usual" once the crisis is over. organisations with a survival mindset aim to deal with the reality that the world imposes; it's about doing what's necessary to succeed *today*. In our 2021 Human Capital Trends study, we learnt that the organisations that were best prepared for the pandemic were already adopting a "thrive" mindset of using disruption as an opportunity to propel the organisation forward and using technologies to transform how, where and by whom work gets done.

# Strategic Overview

## Business Continuity

### Question 4

Has your organisation developed or updated business continuity plans to support resilience, maintain adaptability, and prevent future risk posed by the COVID-19 pandemic?



As Namibian leaders, there is a greater responsibility to make cascading choices and ensure a coherent, pragmatic and iterative path to developing an impactful strategic plan that solves for the now but maintains a long-term view on business sustainability. Nearly fifty percent of respondents updated old business continuity plans and thirty-three percent developed new plans. During the Pandemic leaders have been challenged with the need to protect their employees while maintaining essential operations and response activities. Organisations need to continually shift gears and embrace the VUCA (volatile, uncertain, complex and ambiguous) world we live in. With changing market conditions and client expectations as well as unforeseen external factors all disrupting work and how work gets done. Business leaders have a window of opportunity to “re-architect” their organisations by aligning their strategy and operating model to the new reality, re-thinking their risk management, reimagining their real estate and accelerating their digital transformation and future of work.

#### OTHER (4%)

Respondents that chose “other” indicated that either they are not aware of any business continuity plans, do not have access to that knowledge, or that some companies have plans in place but no talks of updating it.

#### NAMIBIAN QUOTES

*“the only thing saving people in tourism and tourism operators is sufficient access to cash. There is no other silver bullet or strategic plan that will ensure tourism business continuity without tourists, and hence, as laudable (praiseworthy) as the idea is, the reality is much starker.”* – Respondent Tourism Industry

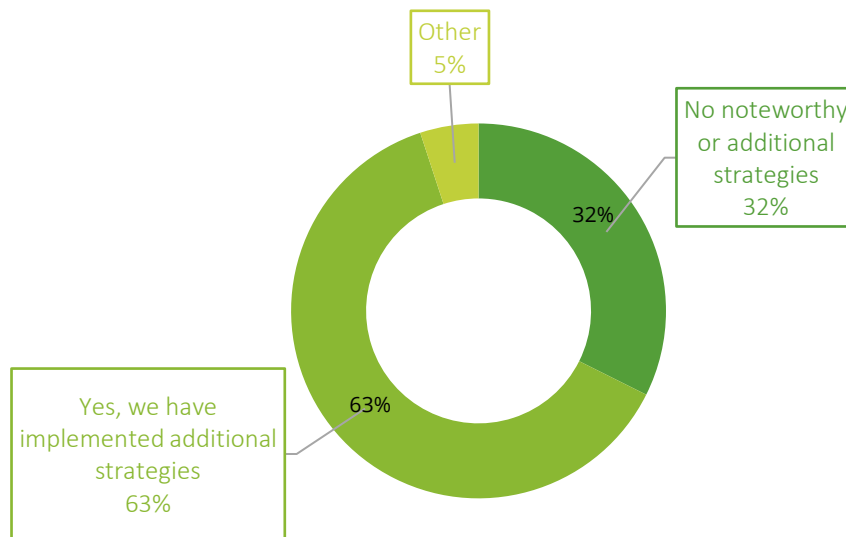


# Strategic Overview

## Work and personal life

### Question 5

Has your organisation implemented noteworthy or additional strategies around enabling employees to balance work and personal life?



The majority of respondents indicated that their organisation has implemented additional strategies to balance work and personal life during the COVID-19 pandemic. Unfortunately, the tourism, retail and healthcare industries have experienced greater challenges as 'simple remote working arrangements' could not be adopted, while the tourism industry was faced with cost cutting measures to sustain business. Some respondents elaborated on the following strategies being implemented by their employers:

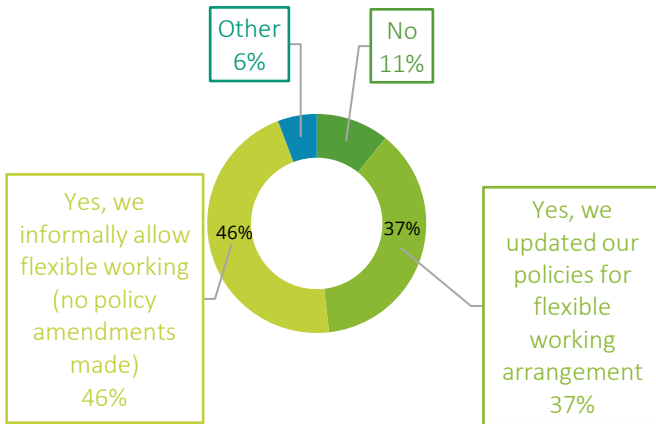
- "My organisation adopted a more flexible approach with regards to where employees work (workplace)."
- "We introduced rotation schedules to minimize exposure to the virus and ensures business continuity."

# Work Arrangements

## Informal and formal work arrangements

### Question 6

Has your organisation implemented flexible working arrangements?



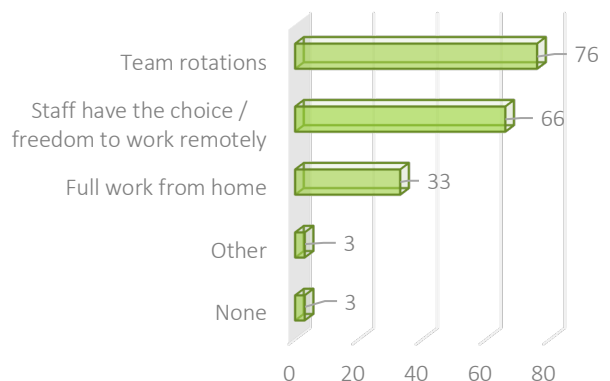
Nearly fifty percent of respondents confirmed that an informal flexible working arrangement was implemented during the Pandemic, some of which have done so with supporting policy updates and some without. A minor percentage of respondents selected “other” and indicated that their organisation already had a flexible working policy prior to the pandemic, those who did not have it has one pending approval. Some organisations have implemented rotation schedules and asked some employees (mostly administration based) to work from home to lessen the risk of exposure to the COVID-19 virus. This also applies to Ship Repair companies who have asked shore-based employees to work from home. In a recent Bloomberg Wealth study, experts have reported concerns that future hybrid work will not provide the flexibility employees have become accustomed to. While 63% of employers expect to implement hybrid work policies in 2021, fewer than half (48%) plan to expand flexible work schedules. ([Bloomberg Wealth](#))

### Question 7

From the combined 83% (116 respondents) that responded “yes” in question 6, the follow-up question was posed to them to elaborate on their affirmative answer:

Please share alternative or flexible work arrangements implemented during the COVID-19 pandemic (E.g. Remote work, split teams) and choose all that apply.

The results are shown total by amount of counts, not percentage. Majority selected team rotations and choice or freedom to work remotely.

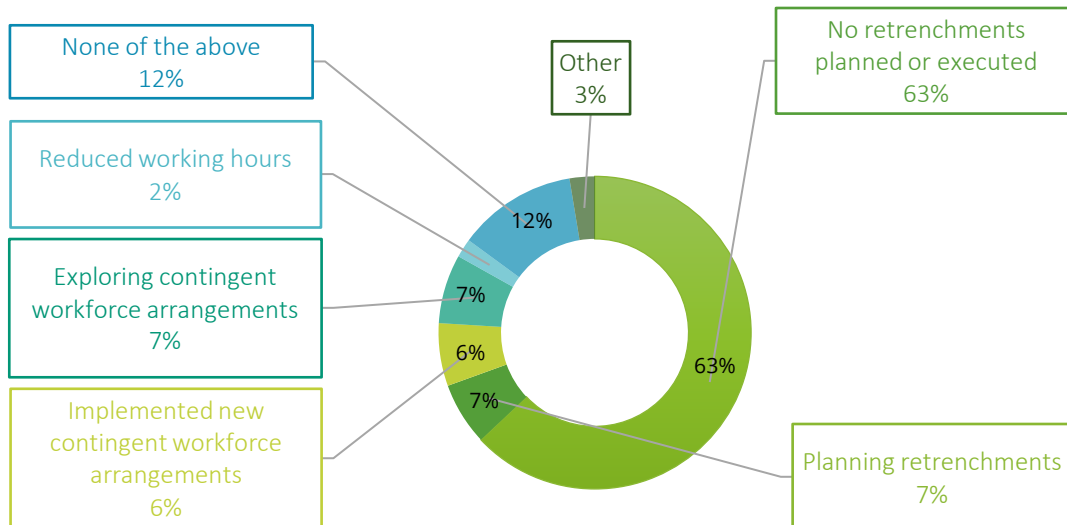


# Work Arrangements

## Workforce planning

### Question 8

Has your organisation, or is your organisation planning to downsize the workforce (e.g. retrenchments) or considering new contingent workforce arrangements (conversion of permanent contracts to flexi-contracts, independent contractors etc.)

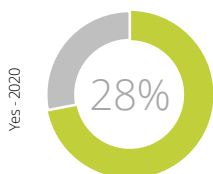


## 2020

surveys also asked if any retrenchments were planned;

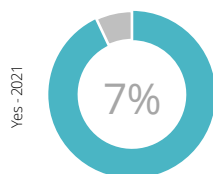
28%

of respondents said yes, to having planned retrenchments in 2020



7%

whereas this year's figure dropped to below 10%, with only 7% of respondents planning retrenchments in 2021.



## COMPARISON

From the results seen in 2021 compared to 2020 it is evident that organisations looked to other options (as shown in the graph above) as alternatives to retrenchments. In 2020 more Namibian organisations were considering retrenchments than in 2021. Comparing Namibia to global trends - the Global King's College London survey of over 250 organisations, 37% are actively planning redundancies within the next year and 47% are planning to restructure; only 36% are planning to redesign job roles to better suit remote or hybrid working. (King's College London).

\* <https://www.kcl.ac.uk/giwl/assets/New-ways-of-working.pdf>

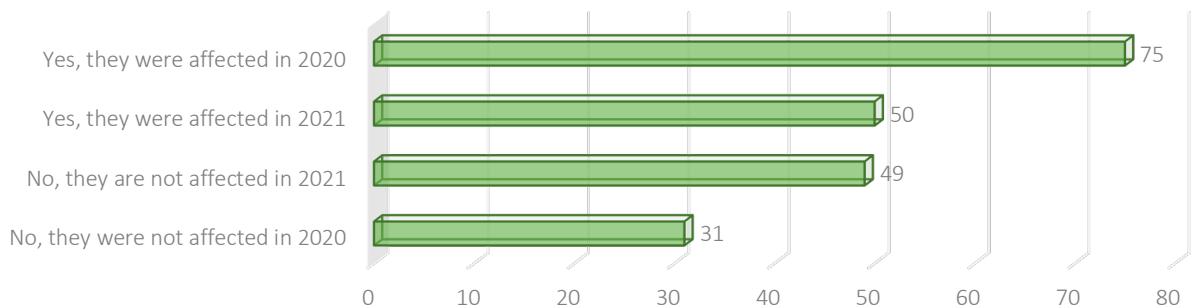
# Work Arrangements

## Remuneration and bonus allocations

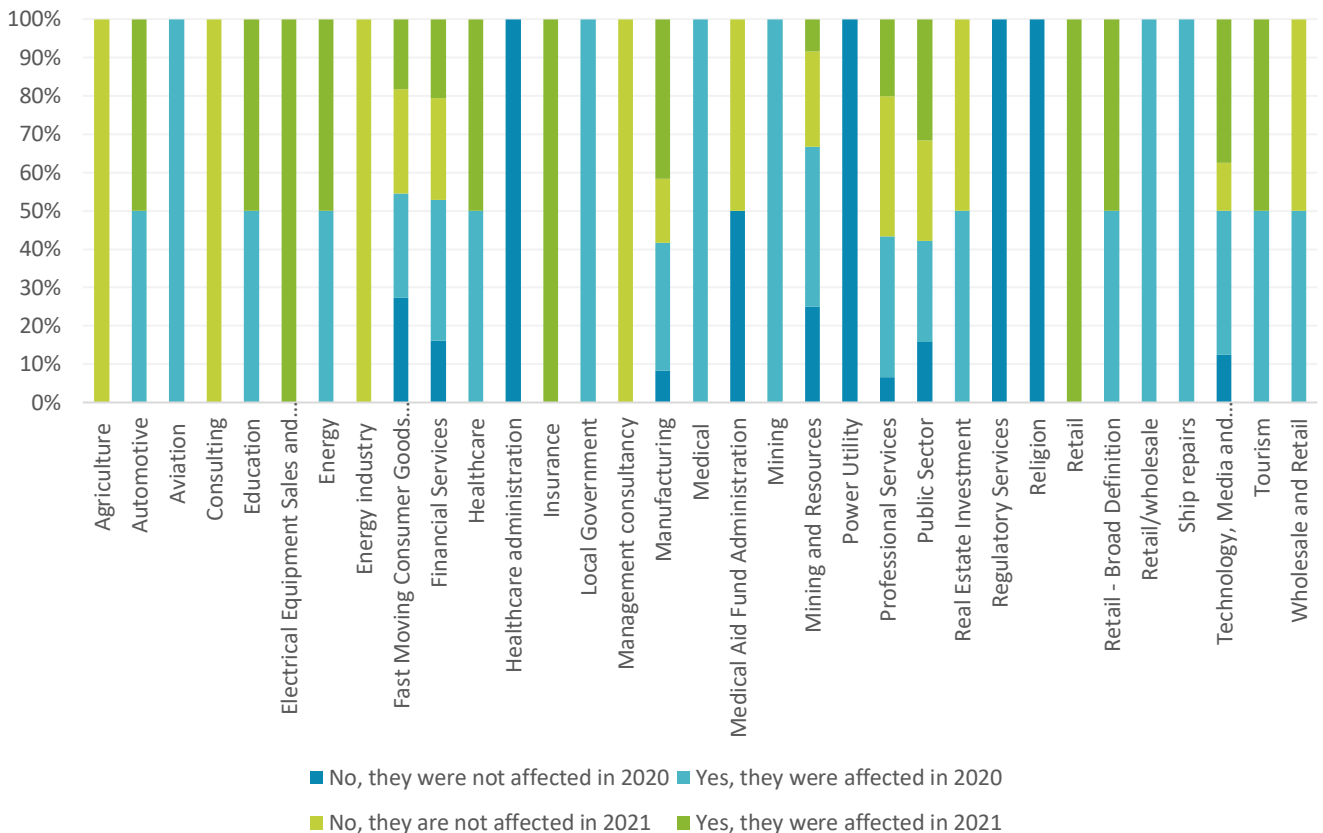
### Question 9

With adjusted or new budget plans, have annual increases, promotions and/or bonuses been affected for the second time in a row (following 2020 impacts)? Choose all that apply.

The results are shown by total amount of counts, not percentage.



### Results per industry:



# Work Arrangements

## Remuneration and bonus allocations

### Question 10

Do you have any comment to add to your answer to question 9?

- Namibian organisations are adopting different approaches to annual increase and bonus allocations. Respondents have shared across a continuum, from awarding salary increases and bonus's for 2020 and 2021, to zero salary increases and no bonus payments for 2020 and 2021. Some organisations are continuing their bonus and increase discussions while others are implementing strict austerity measures while weathering the COVID-19 storm. Some respondents have indicated that these strict cost saving strategies have been applied across their organisation which has resulted in additional social – economic pressures and challenges for employees who are already experiencing a very challenging time in light of the Pandemic. On the contrary some local manufacturers of essential and disinfectant products have experienced a significant increase in sales and performance due to the surge in demand for their products.
- Remuneration and bonuses have been affected in both 2020 and 2021. However, a greater impact was recorded for 2020. It is evident from the respondents' comments that Namibian organisations are adopting different remuneration and bonus approaches. The previous graph illustrates how the different industries have taken different remuneration and bonus decisions.
- A recent study conducted by Wall Street Journal, reported that companies need to re-evaluate their compensation strategies in the face of remote work. Location-based pay may be received negatively; leaders need to be cautious about a two-tiered pay system where on-site workers are compensated more than remote workers; perks and benefits need to be personalized. (Wall Street Journal). As a number of Namibian companies continue to explore hybrid working arrangements and considering global trends, remuneration and bonus allocations will remain a focus point for most.

*"While the bonuses in 2021 will be impacted, we did receive a bonus in 2020 and there have been no retrenchments since the inception of the pandemic."* –  
Survey Respondent

*"We are somewhere between 40-50% pay cuts at the moment. There are no talk of increases or bonuses."* –  
Survey Respondent

*"The organisation depends entirely on Government funding. Due to economic pressure and limited funding from the Government in recent years, the organisation has not been allowed to implement any salary increments."* –  
Survey Respondent

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\* <https://www.wsj.com/articles/pay-benefits-hybrid-workplace-11623518403>

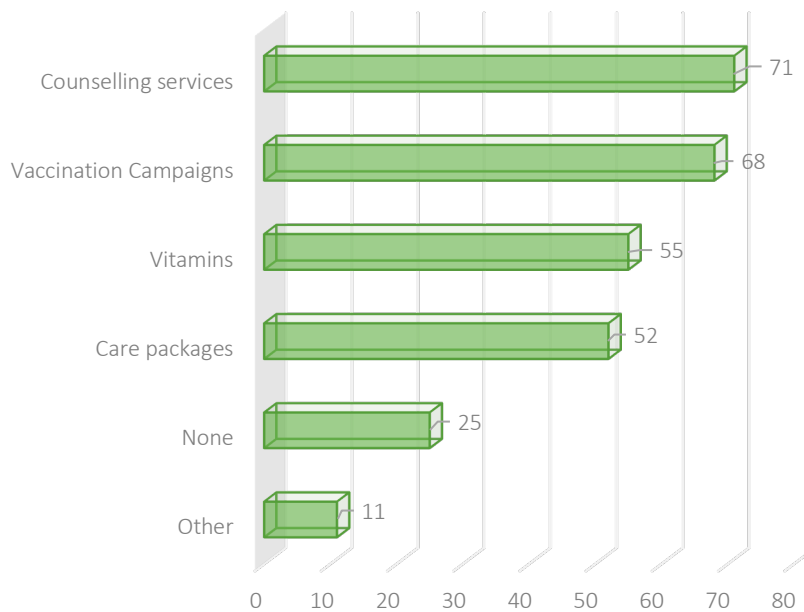
# Work Arrangements

## Additional safety precautions

### Question 11

What additional precautionary hygiene and wellness measures (to masks, social distancing, sanitizers etc) have been further implemented to reduce the risk and spread of COVID-19 in your workplace?

The results are shown by total amount of counts, not percentage.



Namibian employers have increased wellness approaches over the past 18-months, showing compassion and empathy to their workforce. Counselling (71) and vaccination campaigns (68) are confirmed by respondents as the most common initiatives. Respondents that indicated “other” elaborated that candles for lost a loved ones, provision of oximeters and oxygen concentrators, companies paying for COVID-19 tests, and others approved special COVID-19 leave . Some employers started wellness initiatives such as ‘soup Fridays’, campaigns around the importance of the COVID-19 vaccine and herd immunity, as well as sharing updates regarding colleagues impacted or recovering from COVID-19.

### COMPARISON

Compared to 2020, the number of responses for “none” has increased from 1 in 2020 to 25 in 2021. This could indicate that more companies are prioritizing complying to the WHO\* required hygiene measures with no additional hygiene or wellness initiatives are being introduced.

\* World Health organisation (WHO); <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

# Work Arrangements

## Return to work strategies

### Question 12

Reflecting on the past year, what factors will you consider when developing your return to workplace plans into a post-COVID world? Please share lessons learnt and insights.

This question was open ended hence **respondents having provided commentary.**

#### WORK

- “Never rest on your laurels. Scenario planning is key and will become a staple for our entity.”
- “There are now fewer players in the market and a certain amount of pent-up demand, so we need to be aggressive in taking market share.”
- **“Virtual meetings work well and save time and costs.”**
- “Measuring performance by output.”
- Agile strategy at work.”
- “More investment and reliance on technologies & digitalization of services.”
- “To continue to promote the health of our employees, to have sound employee wellness strategies, and to be flexible in terms of work arrangements.”
- **“Realized that being seated in an office does not equal productivity.”**
- “We produced the same tonnes with half the people on site everyday.”

#### WORKFORCE

- “More flexibility.”
- “Greater focus on wellness.”
- “Hybrid teams.”
- **“Conditions of employment are being revised and remuneration issues as well as bonus payments will also be addressed. The size of the workforce and the budget, especially human resources budget versus cost containment measures are already being investigated.”**
- “Determine which staff took the vaccine.”
- “Engaging people in this new world is a key process.”
- **“Enabling employees to choose how & when to work.”**
- “Vaccination protocol/policies.”

#### WORKPLACE

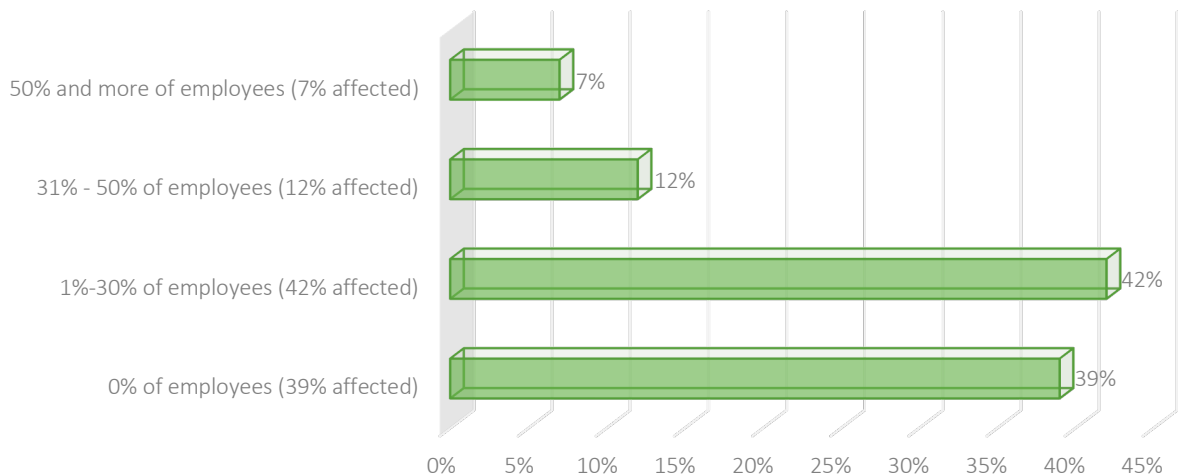
- **“Working from home is possible and that technology can help us tremendously in having flexible working hours.”**
- “I hope not to return but to always work from home.”
- “Still allowing a #WFH (working from home) process when individuals need to, as it sometimes is more practical/convenient to do so.”
- “Having people be able to pick up and go is necessary.”
- **“More flexible working hours to reduce carbon footprint on our environment from an organisational perspective.”**

# Working Remotely

## Productivity

### Question 13

What percentage of employees in your organisation are forced to work from home but cannot fulfil their duties at home?



## ANALYSIS

The trend shows that a combined 81% of organisations have 0% to 30% of their employees working from home, but who are unable to fulfil their duties from home.; with only a combined 19% of respondents saying that they have a bigger proportion of their workforce (up to 50%) needing to work from home but who are not able to fulfil their duties from home. Therefore, the larger proportion of respondents reported minimal number of employees / roles needing to work remotely and experiencing challenges in doing so.

While this does present a mixed view, it is nonetheless suggestive of the fact that a multimodal approach is needed and that a one size-fits-all approach to “work architecture”, is no longer relevant. If we accept that geographical location is a major barrier or impediment to efficiency, we need to embrace that the future of work will and is already redefining what work needs to be automated, who perform this work, and from where.

## The Future Workplace

COVID-19 has impacted almost all industries to varying degrees. No doubt that these productivity limitations add to the already strained financial environment. Furthermore, the competitive landscape is shifting, and non-traditional players are rapidly expanding into almost all sectors of the market. With all these challenges, It is imperative that organisations establish an understanding, readiness and shared purpose amongst its people for this new way of working. This comes at an important time for organisations amidst major transformation. As new roles are emerging, some traditional roles are either changing or declining, which requires a rethink and a strategy refresh on how to repurpose and redeploy people.

To solve for this, we suggest a future workplace which will blend the physical and virtual environments and will deliver a consistent employer identity to all types of employees, contractors and other stakeholders. In addition to the immediate upward shift in productivity which we anticipate to see, another benefit will be personalised experiences which will empower people to be their best, balanced selves. Lastly, we believe that collaboration tools and platforms will support dynamic work locations and asynchronous collaboration. An agile mindset will become the norm, and organisations will value adaptability over procedure.

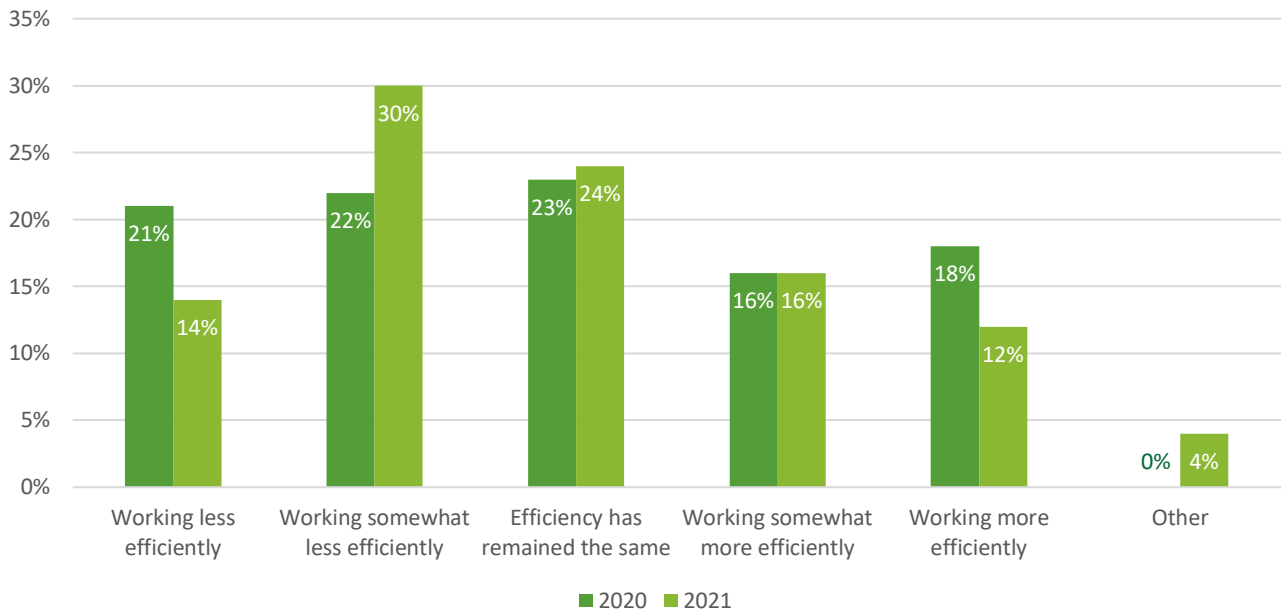


# Working Remotely

Efficiency in the traditional office environment compared to working remotely

## Question 14

How efficient / productive do you feel your employees are, while working remotely when compared to the traditional office environment?



## ANALYSIS

According to our 2021 survey, efficiencies appear to have taken a dip. 14% are working less efficiently and 30% working somewhat less efficiently. However, some have responded that efficiencies remained the same in both years. In 2021, **collectively 28% of respondents reported that performance levels were leaning toward the “efficient” and “more efficient” end of the spectrum.** Therefore, in a hybrid workplace considerations for ‘outcomes based’ performance management practices and shifting leader and team disciplines and behaviours towards autonomous teaming is essential.

In an article shared by Harvard Business Review, the sentiment is shared that employees working remotely, are more likely to feel alienated or disconnected from their teams, than employees working from traditional workplace environments. It further shed light on the need for leadership to be more intentional about ensuring team cohesion, synergies and defining team purpose and goals. Hence, there is a demand from organisations to identify reskilling opportunities aimed at enabling leaders and teams to develop their capability and skill in leading and working in a virtual environment that is complex, cross-border and multicultural. Furthermore, the Fortune Magazine stated in their research that **39% of CFOs expect to return to a fully in-person workforce post-COVID, however only 25% of employees prefer that working arrangement.** About 33% prefer one to two days per week in the office, and 37% prefer three to four days in the office. The question therefore is how do we balance the dynamics of this new world of work which is made up of hybrid work solutions, while maintaining the efficiencies required for continued business success. Maintaining productivity while working remotely by adopting new ways of working, adapting management tools and processes and leveraging collaboration platforms more effectively is a focus area for most leaders navigating the current Covid-19 pandemic and the disruption to our workplaces.

\*Harvard Division of Continuing Education: <https://professional.dce.harvard.edu/blog/challenges-to-managing-virtual-teams-and-how-to-overcome-them/>

\*Fortune Magazine <https://fortune.com/2021/05/26/we-poll-ed-cfos-to-find-out-what-they-really-think-about-going-back-to-the-office/>

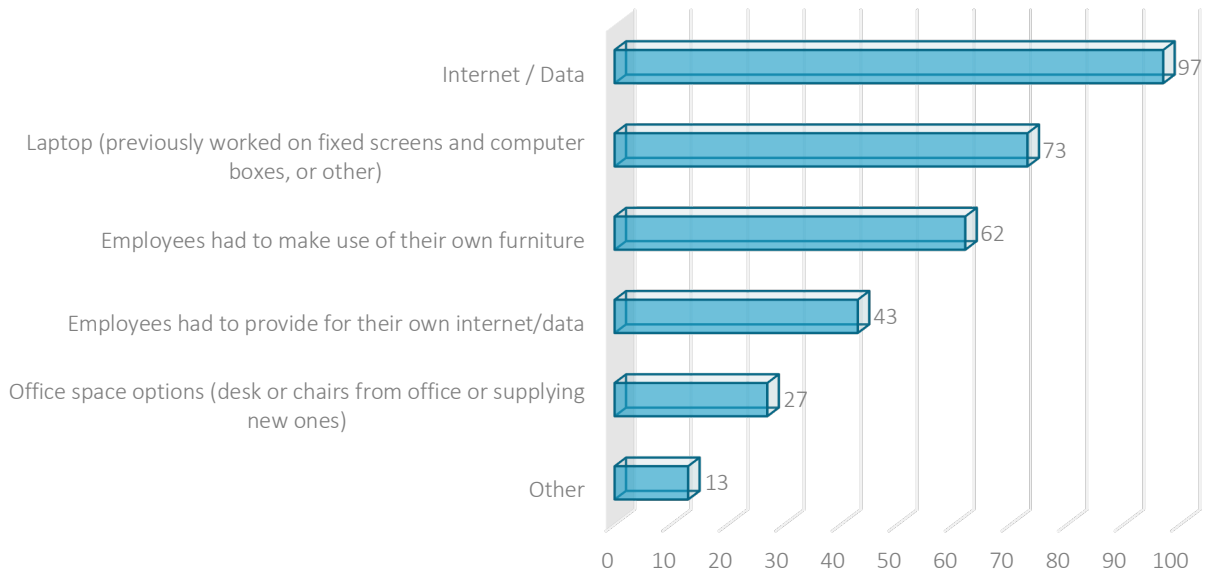
# Working Remotely

## Infrastructure support

### Question 15

Did your organisation supply employees with work from home solutions such as technological infrastructure or office furniture?

*The results are shown by total amount of counts, not percentage.*



Ninety-seven (97) respondents indicated that internet / data was provided by their employer, however forty-three (43) respondents had to make provision for their own internet connection.

Respondents that responded with "other" said that their organisation offered them the option to buy furniture at a discounted rate and special terms, some had to use a combination of using own data and personal WiFi (no company data or WiFi).

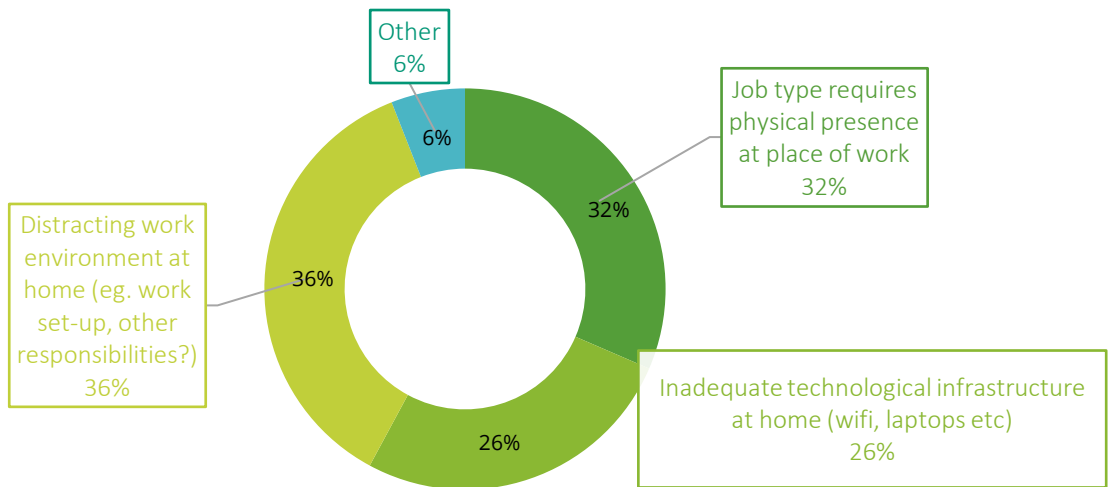
Where employees had no data, or no access to a computer, organisations made provisions for this. Some didn't need to source furniture as they had to work as frontline workers with no option of working from home.

# Working Remotely

## Barriers to performing remotely

### Question 16

What are the main factors hindering your employees from performing their duties remotely?



The main barriers reported by respondents is 'distracting environment at home', 'job type requires onsite presence at workplace' and 'inadequate technology infrastructure at home'. The disruption in the national school calendar has forced employees to take up home-schooling and child caretaking responsibilities during the lockdowns. The barriers to virtual work include but not limited to productivity challenges and culture and leadership. Overcoming these requires leaders to be bold and initiate the needed discussions while acknowledging these barriers, as opposed to ignoring. Hybrid and virtual work is the new normal and employees' need for a level of certainty despite the disruption.

Respondents that responded with "other" said that the factors hindering performance in their organisation includes:

- Training and upskilling is more difficult,
- Internet speed and connections aren't trustworthy or efficient enough,
- Sometimes employees mismanage their time or tend to be laxer when working from home which also leads to poor work ethic.
- The lack of oversight is also seen as an obstacle by some companies.

# Working Remotely

## Working hours and leave allocation

### Question 17

How have employees' working hours in your organisation changed when compared to prior to the COVID-19 pandemic?



Average 3.3

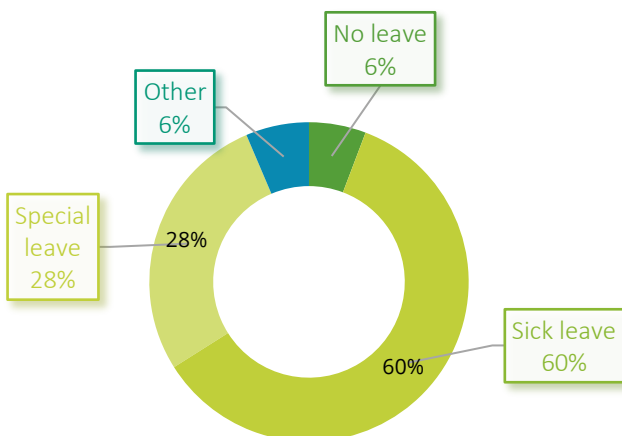
- 1 Significantly less hours worked
- 2 Somewhat less hours worked
- 3 No changes to working hours
- 4 Somewhat more hours worked
- 5 Significantly more hours worked

While the positive COVID-19 cases most recently hit an all time high for Namibia during the third-wave, more companies may want to consider COVID-special leave which can supplement sick leave required while recovering from COVID-19. The main motivation for this is that the legal /statutory 30 days sick leave over a period of 3 years, has remained unchanged, despite the obvious increase in requirement as a result of COVID-19.

# Leave Allocation

### Question 18

How is leave allocated for COVID-19 positive employees?



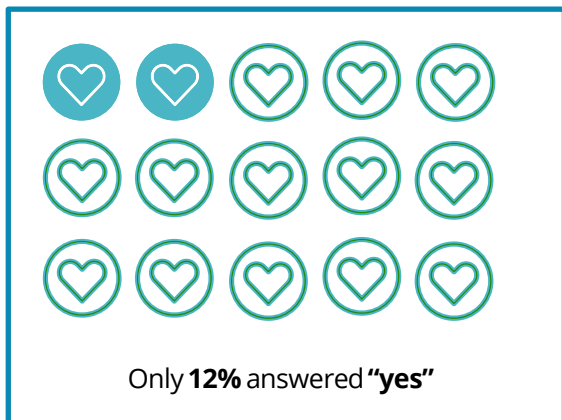
Respondents who selected "other", reported that if an employee runs out of sick and annual leave, the company uses a leave bank (where other employees donated their leave days), from which leave can be allocated to the employee to avoid unpaid leave. Other organisations implemented 5 days of COVID leave which expire if unused. Finally, some respondents selecting "other" indicated that employees are required to book leave from their annual leave quota.

# Leave Allocation

## Additional leave types implemented

### Question 19

Has your organisation instituted new or additional leave types (quotas) to allow for bereavement OR employees needing to care for sick family members?



Only 12% of organisations in this survey said that they have implemented new or additional leave types for the purpose of bereavement or for when employees need to care for family members. The rest (88%) did not implement any new or additional leave arrangements. The COVID-19 Pandemic has placed additional stress and pressure on employees and employers. Fear, anxiety, loss and prolonged sickness related to COVID-19 has proven to be overwhelming and work-related stress during the pandemic can lead to burnout. Managing both physical and mental wellbeing is essential for employees, productivity and overall engagement levels.

### Question 20

As you chose "yes" in question 19, please elaborate

Of the organisations who responded "yes" to allocated special leave types, the options offered to employees range from the use of compassionate / family responsibility leave, to specific COVID leave quotas being created for employees. In some instances, the feedback was that employers allowed employees to take time, allowing them to care for sick family members without allocating any time off to a leave type at all but instead, having them work flexibly and simply catching up on work once they were fully able to do so again. Finally, some organisations created what they refer to as "leave banks" or leave donations where employees can "donate" leave back to the company during one year and can then use the "extra" leave this year if needed. In addition to the latter, employees could also donate annual leave days to other employees who require leave for COVID-19 purposes, but who had run out of annual leave days.

These examples are illustrative of employers' awareness to employees' changing personal needs and their willingness to address the people challenges brought on by the pandemic, alongside the business challenges. There is an interconnectedness between employee wellbeing and business efficiency which if addressed effectively, can yield prosperous returns for both parties to the employment relationship.

*"Special leave requests have been registered to accommodate staff members for loss of family. A standard quota of 5 days was allocated but now covers the period from death until 3 days after the funeral." – Survey respondent*

*"My mother was sick, I cared for her and got very little work done, no leave was required from me. I slowly got back on track with the activities again." – Survey Respondent*

*"Other employees can donate annual leave days to those employees who have run out, it is called a leave bank." – Survey Respondent*

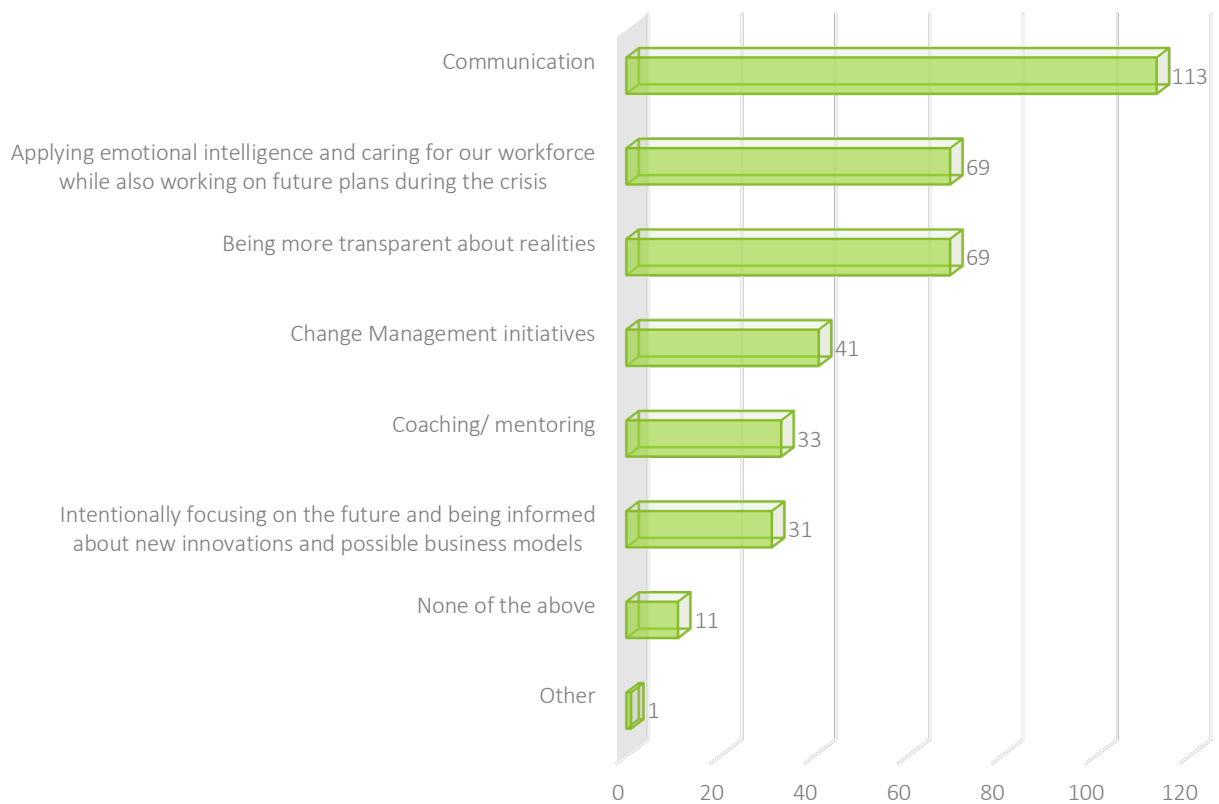
# Support

## Leadership roles

### Question 21

Leaders and immediate supervisors/managers in my organisation have been supporting employees in their efforts to adapt to organisational changes required to deal with the impact of COVID-19 on our organisation, through:

*The results are shown by total amount of counts, not percentage.*



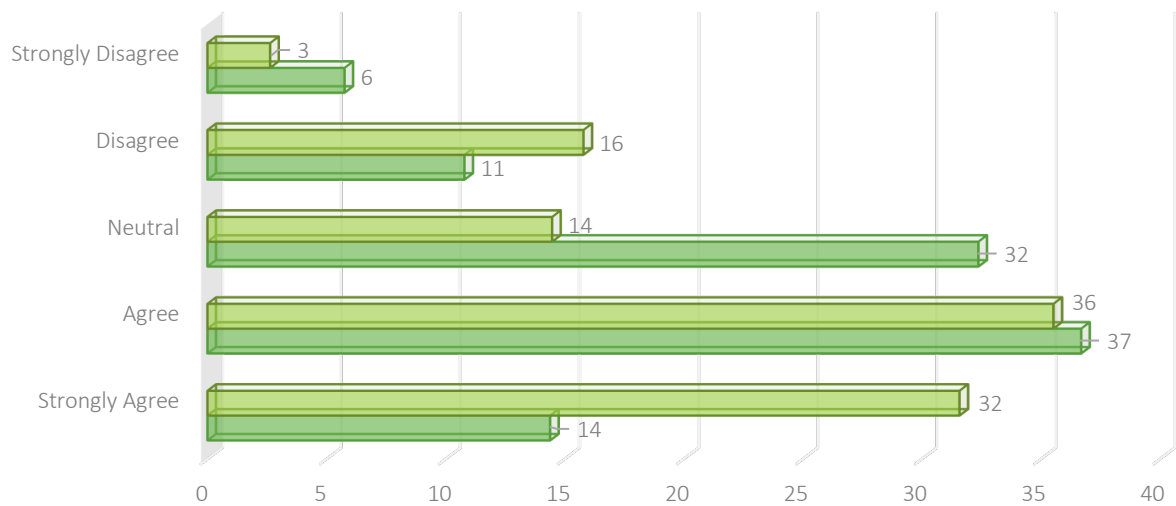
*"In times like these, your customers and your employees need your wisdom and leadership more than ever, and you have a unique opportunity to move them forward in the midst of uncertainty."  
- Harvard Business Review*

# Support

## Leadership roles

### Question 22

Leadership and immediate supervisors / managers in my organisation are supporting employees in their efforts to balance work and personal life during the COVID-19 pandemic and has successfully minimised the risk of burnout. *Results are shown in percentages.*



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2020	32	36	14	16	3
2021	14	37	32	11	6

*...because if we're not a family, what are we?*

COVID-19 has surely tested the limits of the employer – employee relationship. The pandemic has strained the relationship and employers have been called upon to support workers' health, livelihoods and dignity to an unprecedented degree and their success- or failure- to do so has come under great scrutiny.

On the one end of the spectrum, we see scenarios where employees showed remarkable resilience and adaptability as they rose to the pandemic's challenges, and with their employers' support and mandate, they achieved innovative results that could otherwise have taken years to materialise. Despite this great example of a success story, the other end of the spectrum shows evidence of less positive results. These can be seen in a February 2021 *Harvard Business Review* study, where 89% of workers said that their work life was getting worse, 85% said that their wellbeing declined and 56% said that their job demands had increased.

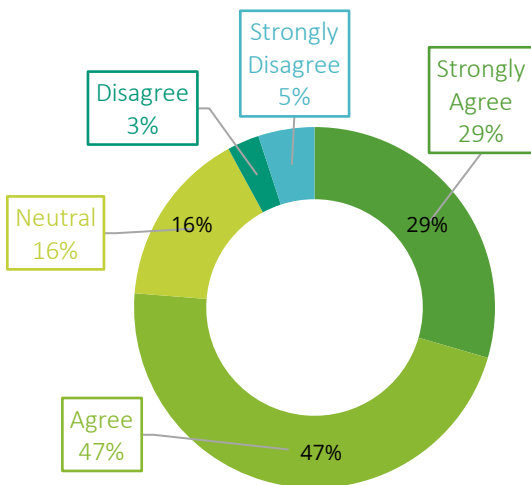
What we see is a world in which some employers are "waiting out the storm" and responding minimally (if at all), and some employers are responding in a more structured way to the change - adjusting and improving performance by shifting leader and team disciplines and behaviours towards autonomous teaming – and in this way, are re-shaping the culture of the organisation to one that is more engaging, inclusive and supportive than before.

# Support

## Leadership impact and vaccinations

### Question 23

Leadership in my organisation show empathy, compassion and emotional and professional support during the COVID-19 pandemic.



Nearly fifty percent of respondents agreed that their leadership is showing the necessary empathy and support during the COVID-19 Pandemic. Clearly, the rules have changed and resilient leadership is required during turbulent times is essential. The 2021 Deloitte HC Trends Report elaborates that the important shift from survive to thrive depends on an organisation becoming and continuing to stay distinctly human at its core. Not just a different way of thinking and acting. It's a different way of being, one that approaches every question, every issue and every decision from a human angle first.

A thrive mindset is really about perpetually cultivating resilience, courage, judgement and flexibility to navigate turbulent times. Daniel Pink (Business Management author) aptly said - "The future will be driven by creators and empathisers".

### Question 24

What is your organisation's view on supporting the national vaccination program?

Opinions have been shared and grouped with the counts of respondents agreeing with the relevant statement.

- 116 Supports and encourages employees to get vaccinated
- 33 Campaigns and Information Sessions and/or relieving staff to go during work hours
- 32 Organisations encourage it, but respect that it is a personal choice
- 13 Organisations have no formal stance
- 1 Organisation is forcing employees to vaccinate



# Support

## Working parents

### Question 25

What has your organisation done to support parents working from home whilst simultaneously having to home-school children? This question was voluntary.

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From the 128 responses, the below is the overarching feedback:

- 55 Respondents said that nothing has been implemented.
  - 48 Respondents referenced flexible working arrangements as a form of support, saying that Organisations implemented flexible working arrangements.
  - 9 Responded that this question is not personally applicable to them
  - 7 Responded that they are not sure of what their organisation has done/might have done
  - 5 Respondents said that cases are dealt with individually
- 

#### OTHER

Other supporting initiatives mentioned;

- Toolkits
- Stay-well-at-work campaigns
- Tips and activations
- Coaching to balance work and parenting
- Generated list of nannies available.

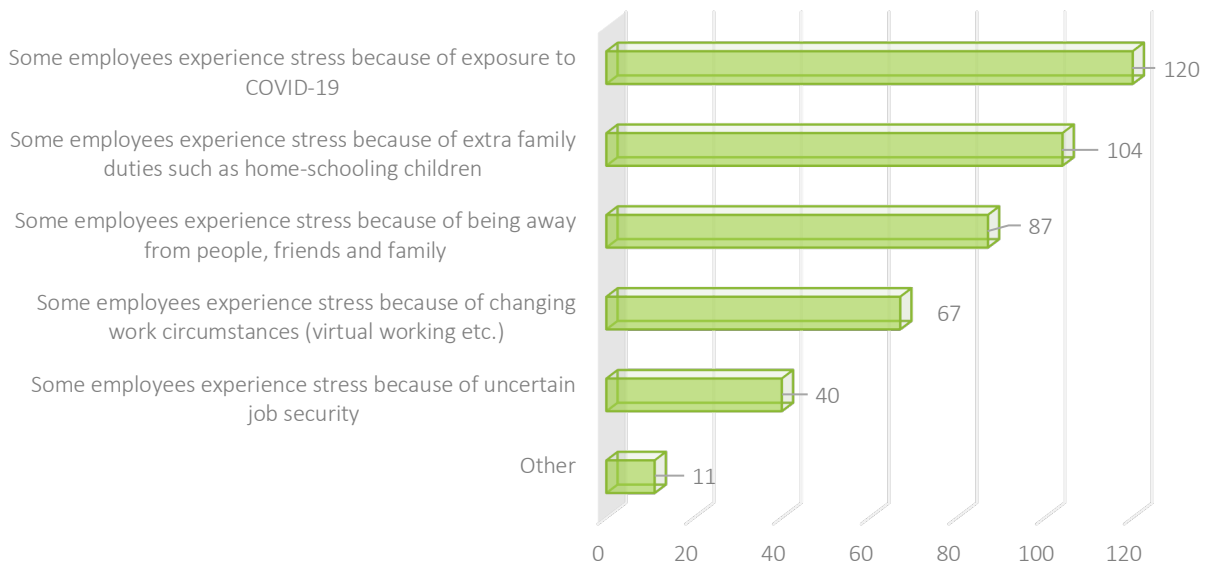
# Reflecting and looking forward

## Mental health and psychological stressors

### Question 26

What psychological stressors are employees experiencing at your organisation?

The results are shown by total amount of counts, not percentage.



### OTHER (11 responses)

- "All employees stress as it has been 14 months on reduced income and all reserves have run out. Medical has been dropped, pensions frozen, and yet you still do not make ends meet"
- "Trauma in and at the workplace - death, illnesses."
- "My duty list of JD has expanded a lot in the last year and staffing is not enough to execute duties efficiently. Thus, creating more pressure and stress."
- "Fearfull due to overcommunication of covid and the vaccine."
- "Hearing of death all over. Dealing with loss and not able to grieve during this covid restrictions measures."
- "Blacktax is high"
- "Death of friends and relatives."

The COVID-19 pandemic has had a major effect on our lives. Many employees are facing challenges that can be stressful, overwhelming, and cause strong emotions in adults and children. Public health actions, such as social distancing, are necessary to reduce the spread of COVID-19, but they can make us feel isolated and lonely and can increase stress and anxiety.

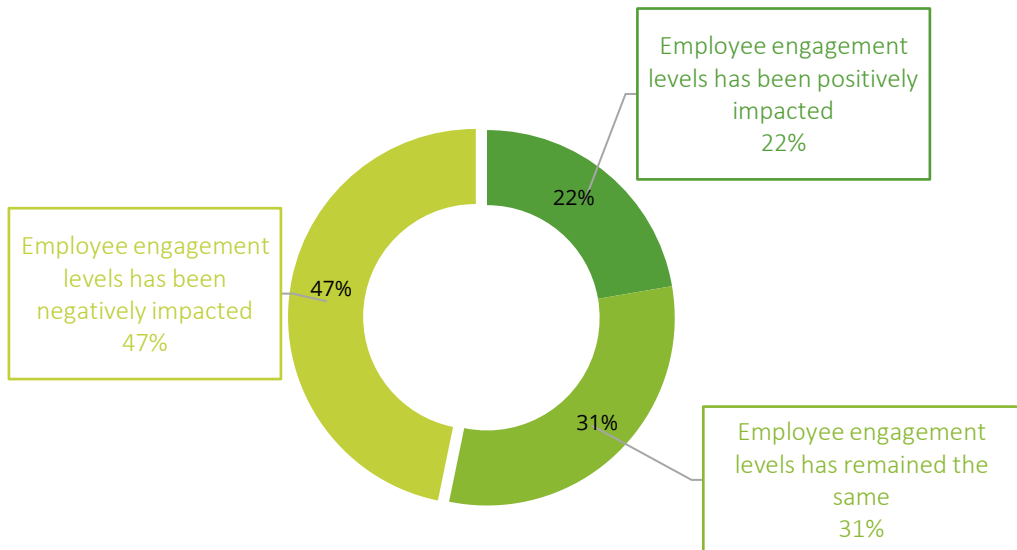
Learning to cope with stress in a healthy way will make you, the people you care about, and those around you become more resilient. – CDC <https://www.cdc.gov/>

# Reflecting and looking forward

## Employee Engagement

### Question 27

Have you experienced an impact in the employee engagement within your organisation as a result of COVID-19 and the implications thereof?



Employee engagement is defined as employees' level of attachment towards their job, co-workers and organisation. Engaged employees have an emotional investment in their organisation, show a passion for their work, establish deep connections with their co-workers, and go the extra mile to help their organisation succeed.

Nearly fifty percent of respondents indicated that employee engagement has been negatively impacted by the Pandemic compared to 21% that have experienced a positive impact.

The key is to look beyond employee satisfaction and instead to motivate employees to do their best and remain fully committed. During the Pandemic driving employee engagement is more challenging. Organisations are being tested on whether their company culture can survive and prosper in the new world of work, and leaders need to decipher how to maintain the best parts of their culture in a remote environment.

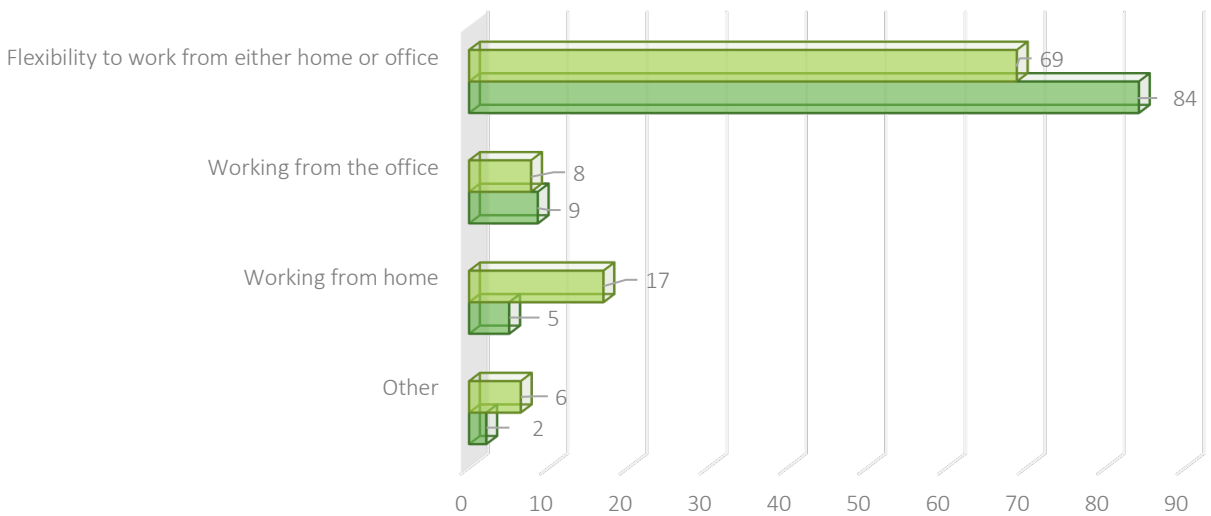
# Reflecting and looking forward

## Preferred working arrangements

### Question 28

Reflecting on your current understanding of COVID-19 and its social, economic, psychological and health and safety impact, if you had a choice, what would your preferred long term work arrangement be for your organisation?

*The results are shown by total amount of counts, not percentage.*



	Other	Working from home	Working from the office	Flexibility to work from either home or office
2020	6	17	8	69
2021	2	5	9	84

Majority of respondents in both the 2020 and 2021 surveys, want the flexibility to choose where they want to work from. While Covid-19 created a widespread global need for immediate action, the premise of virtual working and the demand for a flexible working environment was gaining momentum long before Covid-19.

The future of work is here and many organisations are exploring hybrid workplace models as the world redefines the new normal. The places and ways we work during the Pandemic will remain and, become part of a broader office ecosystem that challenges pre-COVID-19 ways of working.



02

Key Insights &  
Thought  
Leadership

# Moving from a survive mindset to a thrive mindset

Leaders face a multitude of possible futures – understanding and preparing to respond to these, will shift teams from survive to thrive.



Leaders are required to weigh-up various factors impacting their organisations whilst leading and aspiring for business goals and aspirations. Hence, leaders need to make cascading strategic choices that ensures coherent, pragmatic and iterative paths to surviving today but thriving in a changed world of work; this is a business imperative. The initial focus for leaders should be on supporting employees to transition back to a mix of in person and virtual work. Getting the right balance is important from a employee engagement and business delivery perspective.

In our 2021 Namibian HC trends report, the top priority for Namibian organisations in order for them to better navigate future disruptions is the ability to use technology to transform work, yet only 25.7% of respondents' organisations are "very ready" on this front. The second priority for Namibian organisations is the ability of their people to adapt, reskill and assume new roles, yet only 15.6% of respondents' organisations are "very ready." The COVID-19 pandemic has asked organisations to rethink fundamental assumptions about what work is and how it could be done. The ability to reimagine work according to a different set of assumptions and put those changes into practice proved essential to organisations' survival, and it can also enable them to thrive long after the pandemic recedes.

For organisations to move from survive to thrive, we in fact no longer need "work-life balance," but to integrate the two completely. We are seeing this shift in Namibia, with 56.5% of respondents in our 2021 Namibia HC trends report stating that the shift to remote work had a positive impact on employee well-being. Virtual work is only one example of integrating work and well-being efficiently in Namibia. Organisations might need to look for other ways to build well-being into work, like considering actions, policies, and mandates at three levels—individual, team, and organisational, and across all five environments; cultural, relational, operational, physical and virtual.

## SURVIVE

A survival mindset views disruptions as point-in-time crises to be addressed with the expectation that the organisation will revert to "business as usual" once the crisis is over.

It's about doing what's necessary to succeed today.

## THRIVE

A thrive mindset recognizes that disruption is continuous rather than episodic and embraces disruption as a catalyst to drive the organisation forward.

It's about doing what's possible, not just to succeed today, but also to dominate tomorrow.

# A Hybrid Future packed with multimodal solutions and benefits for all

As cited in earlier sections of our report, the places and ways in which we work has changed and pre-COVID-19 ways of working is challenged. As the world continues to shift and embrace the new normal, the new places and ways we work today will become part of a broader office ecosystem that challenges previous perceptions of how and why we use space – this ecosystem can manifest in many different ways. Below are illustrative examples of what such hybrid working solutions might look like:



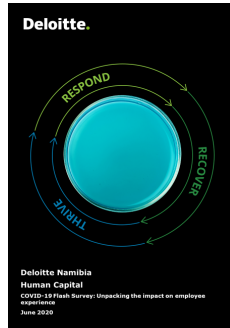
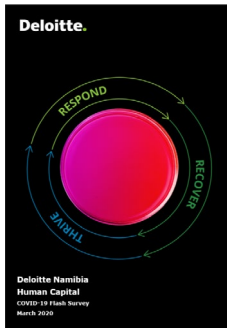
Since the inception of “work from home”, there has been a traditional view that this new way of working merely benefits the employee whilst only yielding disadvantages for employers. Several benefits exist for employers:

<b>Real Estate Cost Savings</b>	<b>Labour Cost Savings</b>	<b>Amplified Talent Access</b>	<b>Increased Engagement</b>	<b>Reduced Emissions</b>
Virtual working can substantially reduce real estate spend through divestiture and diversification of real estate investments	Early research indicates that employees would be willing to trade as much as 10% of their compensation for the ability to move to a lower-cost area and work remotely	As top tech companies set the stage for virtual work offerings, others will be pressured to adopt similar programs to remain competitive. Virtual work programs create access to net-new talent pools	Flexible schedules can increase engagement by as much as 30%, and reduce employee turnover as much as 12%	Reduced real-estate holdings, commuting and business travel ultimately decreases company carbon footprint

The new world of work, has required a step change in leadership. Leaders are encouraged to find new ways to create a shared sense of purpose that mobilises employees to pull strongly in the same direction as they face the organisation's current and future challenges. Leaders should learn to trust people to work in ways that allow them to fulfil their potential, offering workers a degree of choice over the work they do to align their passions with organisational needs. Leaders will need to adopt a multimodal approach when solving the very real impact of Covid-19 on the employee and employer relationship. The big ask for leadership is to reflect and embrace that a blanket approach to work, workplace and who does work is not relevant anymore. As we embrace the paradox that with more workplace flexibility, a greater need for clearer rules and boundaries surfaces. Hence, clear boundaries and guardrails are needed to maximise virtual productivity while minimising the risk of burn out and leading a fully distributed workforce.

# Thought Leadership

Deloitte Surveys and Reports



First Namibian  
COVID-19 Survey  
2020



Second Namibian  
COVID-19 Survey  
2020



Namibian Human  
Capital Trends  
Report 2021



Deloitte Global  
Special Human  
Capital Trends  
Report 2021

- Deloitte has undertaken a flash survey in order to provide an account of how organisations are dealing with organisational readiness, leave allocation, travel restrictions and additional precautionary measures

- The March 2020 COVID 19 Flash Survey demonstrated that there is considerable uncertainty in the wake of the COVID 19 outbreak. Our second survey aims to gauge the impact on the employee experience during this time.

- In 2020, COVID-19 forced organisations around the world to enact radically new ways of working and operating amid the pandemic's human, economic and technological impacts.

- The pandemic strained and tested the worker-employer relationship beyond anyone's anticipation. Going forward, thriving in an uncertain future depends on having a compelling vision for where that relationship should go.

*These reports can also be found on the Deloitte South Africa website by searching for Namibia Human Capital Surveys. For an extra filter, include the title of the report in the search box. Alternatively, view this report on a computer and click on the pictures to follow the hyperlinks.*





03

Contact Details

Human Capital Team

Namibia

# Meet the Human Capital team responsible for this year's Namibian COVID-19 Survey and Report



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