

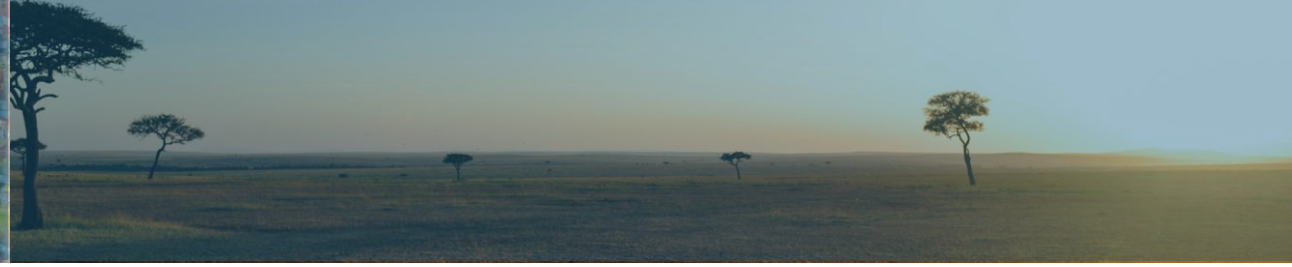
Executives in Africa  
making an impact since 2010



# Reward 2026: Executive Benefits & Perks



[executivesinafrica.com](http://executivesinafrica.com)



# Benefits and Perks in 2026



- It will come as no surprise that, at senior levels, benefits and perks across African organisations often fall into five distinct categories (excluding holiday/sickness pay, pensions, and bonuses):

**Long-Term Incentives** (and the growing link to ESG performance)

**Housing and Living**

**Transport and Travel**

**Education**

**Health and Wellness**  
(emphasising proactive well-being services as core elements)

- While many sources highlight club memberships as a key lifestyle perk, our research found that only 29% of C-suite professionals actually receive them.
- Education and funding support are often seen as attractive benefits, yet only 14% of senior employees in our sample receive them. In contrast, career development and leadership support are increasingly viewed as non-negotiable.
- A developing trend across Africa is the gradual move toward more customised, personalised benefits and perks. Flexible, ‘cafeteria/wallet-style’ plans are beginning to emerge, but their adoption remains low.

- Limited social security systems across many African nations, coupled with currency and economic volatility, continue to make benefits and perks critical tools for retention. They help not only improve productivity but also safeguard employees and their families.





# How We Built Our Report



- To ensure a robust and representative view of executive benefits and perks, we drew on three complementary data sources.
- First, we conducted a survey of our client organisations across five key geographical areas. This survey captured quantitative information on the types of executive benefits and perks *most important* to individuals.
- Second, we collated our own observations from the many conversations we routinely have with clients and candidates, and a selection of our views are presented.

- Third, we incorporated anonymised data gathered from hundreds of candidates during our executive search processes. This confidential input provided a unique perspective on the benefits executives receive. All candidate information was de-identified to protect privacy and ensure compliance with data-protection standards.
- The data on the following pages summarises and combines both employer offerings and executive expectations. It is presented at two levels: the most senior roles (e.g. C-suite) and one level below (e.g. regional directors and country managers).

Kenya  
Nigeria  
Eastern Africa  
Western Africa  
Southern Africa





# Nigeria - Key Insights

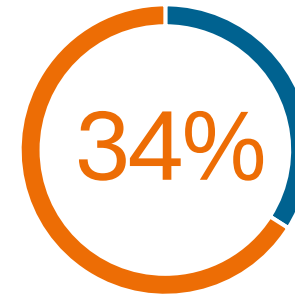


**Important** to the most senior executives  
e.g. CEO, CFO, Managing Director:

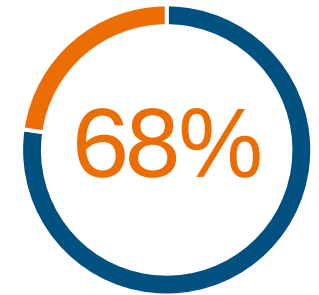


1<sup>st</sup> place: LTIP/shares, followed by family medical/healthcare benefits and then travel allowances

**Provided** to the most senior executives:



LTIP/shares



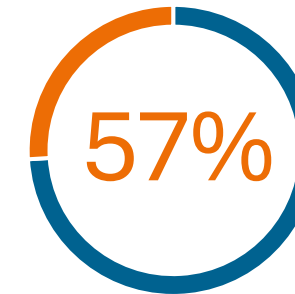
Flights home including spouse/immediate family

**Important** to the next level of senior management  
e.g. Regional Director, Country Manager:



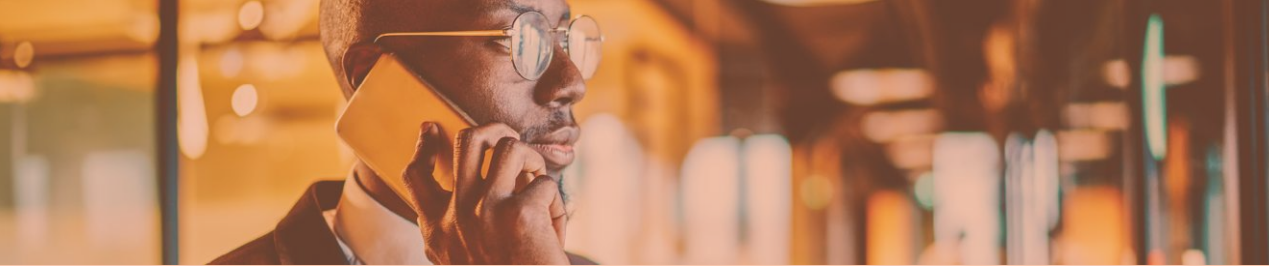
1<sup>st</sup> place: Housing costs, followed by family medical/healthcare benefits and then education support for children

**Provided** to the next level of senior management:



Housing costs: contribution only





## Nigeria – Our View



*“Providing the value of packages in **US dollars**, or **pegging Naira-based packages to the US dollar**, is increasingly being used as a tool to protect against future volatility.”*

*“Interestingly, while other sources still cite **school fee coverage** as a critical perk, it has not ranked highly at C-suite level in our data collation.”*

*“Within senior management roles, there is often a stronger focus on **cash allowances**.”*

*“We tend to see **stock-based incentives** offered primarily by multinational organisations, rather than local, indigenous firms.”*

*“Unique to Nigeria: many packages include **generator fuel, inverter/solar support**, or utility allowances, reflecting the unreliability of the power supply.”*





# Kenya – Key Insights

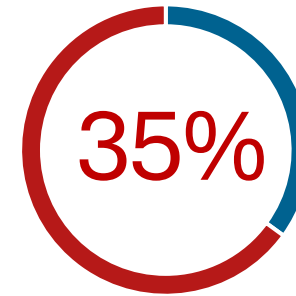


**Important** to the most senior executives  
e.g. CEO, CFO, Managing Director:

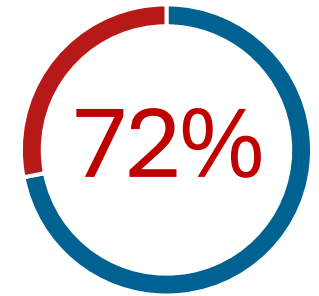


1<sup>st</sup> place: LTIP/shares, followed by family medical/healthcare benefits and then travel allowances

**Provided** to the most senior executives:



LTIP/shares



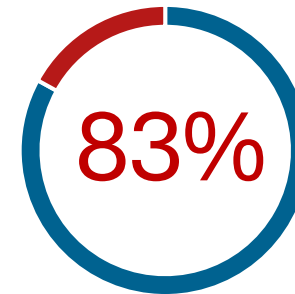
Medical coverage includes family

**Important** to the next level of senior management  
e.g. Regional Director, Country Manager:



1<sup>st</sup> place: Medical/healthcare benefits and then housing costs and then travel allowances

**Provided** to the next level of senior management:



Medical coverage (at least for employee only)





## Kenya – Our View



*“**Medical cover** routinely extends to dependents and, in some cases, even parents - a practice less common globally but significant in Kenya due to family structures. Overseas treatment is often included.”*

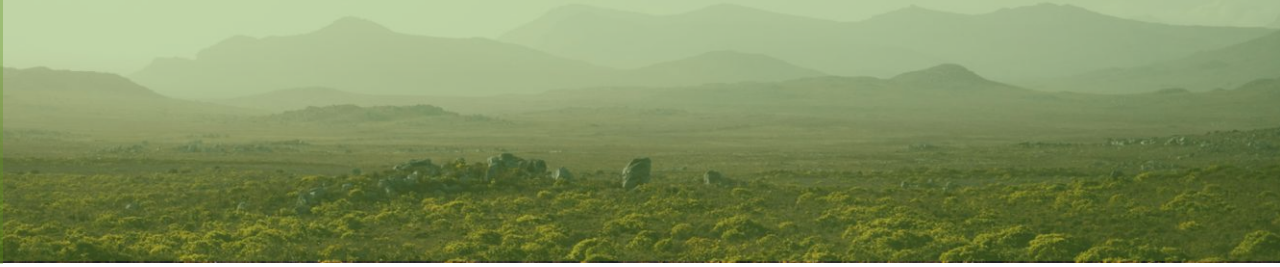
*“We tend to see packages focusing more on **cash allowances** and benefits rather than stock options or long-term equity incentives. Recent tax regime changes are further driving the use of allowances.”*

*“Our data shows that employer **pension contributions** average around 10% of salary, though in some cases we have observed contributions as high as 50%.”*

*“A surprising finding in our data is the relatively low number of **executive packages** that include financial support for children’s education.”*

*“Where **long-term incentives** are provided, the use of ESOPs (Employee Share Ownership Plans/share options) is particularly common in Kenya for senior executives.”*





# Eastern Africa – Key Insights

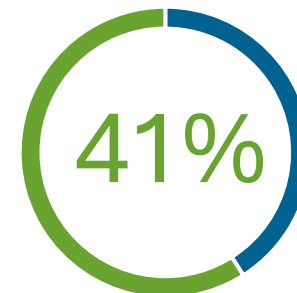


**Important** to the most senior executives  
e.g. CEO, CFO, Managing Director:



1<sup>st</sup> place: LTIP/shares, followed by travel allowances and then family medical/healthcare benefits

**Provided** to the most senior executives:



LTIP/shares



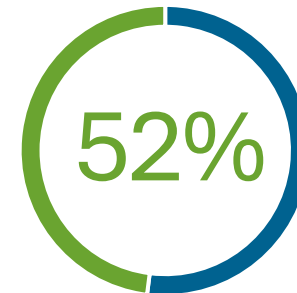
Driver for car

**Important** to the next level of senior management  
e.g. Regional Director, Country Manager:



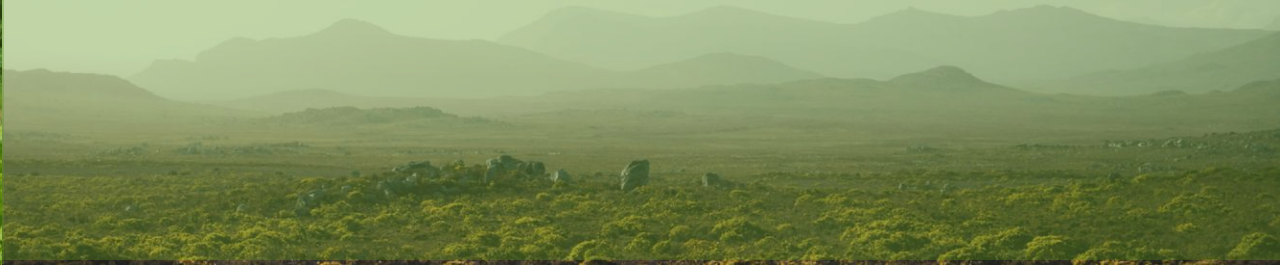
1<sup>st</sup> place: Travel allowances, followed by housing costs and then family medical/healthcare benefits

**Provided** to the next level of senior management:



Car/travel allowances





## Eastern Africa – Our View



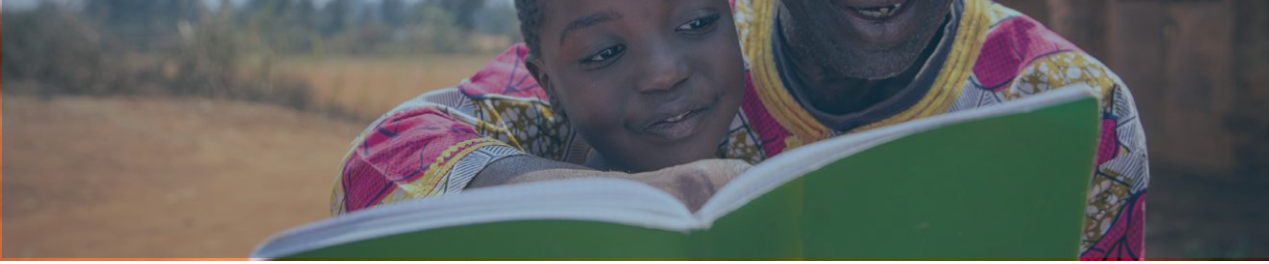
*“In other parts of Africa, overseas schooling is a common option where education support is offered. In East Africa, however, **educational perks** are more closely tied to local international schools.”*

*“An interesting finding from our data is that more than 50% of senior executives in Tanzania receive funding for **professional courses and academic qualifications**.”*

*“Executives in East Africa often expect **private medical insurance** that includes access to treatment in India, South Africa, or Dubai.”*

*“Executives increasingly receive **housing allowances** pegged to upscale community living, reflecting both security concerns and demand for high-standard accommodation.”*





# Western Africa – Key Insights

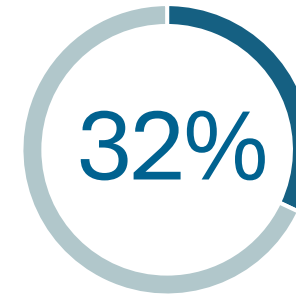


**Important** to the most senior executives  
e.g. CEO, CFO, Managing Director:

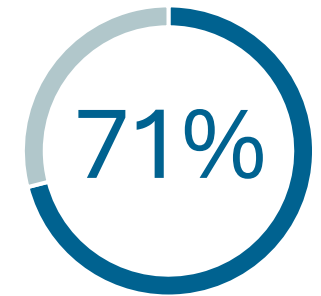


1<sup>st</sup> place: LTIP/shares, followed by housing costs and then travel allowances

**Provided** to the most senior executives:



LTIP/shares



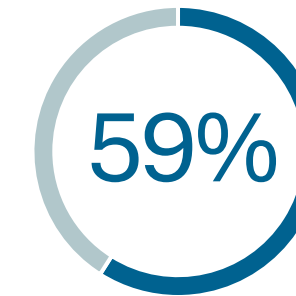
Housing costs

**Important** to the next level of senior management  
e.g. Regional Director, Country Manager:



1<sup>st</sup> place: Travel allowances, followed by family medical/healthcare benefits and then housing costs

**Provided** to the next level of senior management:



Car/travel allowances





## Western Africa – Our View



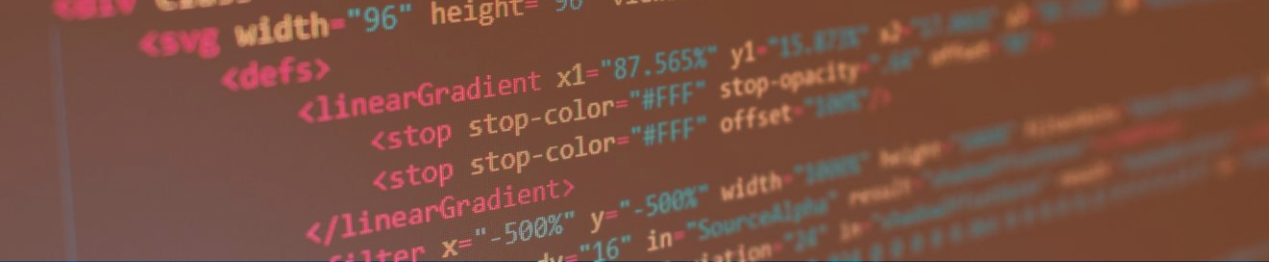
*“For C-suite roles, the provision of a **company car** has become almost standard, and in many cases, a driver is also included. This is particularly common in cities where traffic congestion is a significant issue.”*

*“At senior levels, **fully-furnished housing** is frequently provided, particularly in high-cost areas such as parts of Nigeria.”*

*“Our research highlights that **long-term incentive plans (LTIPs)** are often cash-heavy, retention-focused, and commonly linked to the US dollar or euro.”*

*“In Francophone markets, there is a strong emphasis on employing local talent. To retain senior leaders, **benefits packages** increasingly mirror those typically offered in France.”*





# Southern Africa – Key Insights

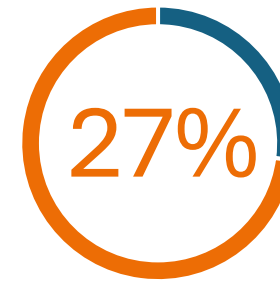


**Important** to the most senior executives  
e.g. CEO, CFO, Managing Director:

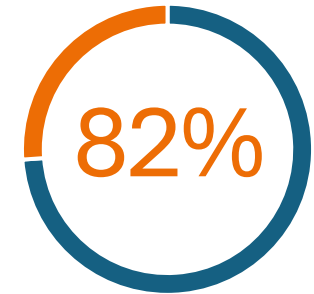


1<sup>st</sup> place: LTIP/shares, followed by travel allowances and then family medical/healthcare benefits

**Provided** to the most senior executives  
e.g. CEO, CFO, Managing Director:



LTIP/shares



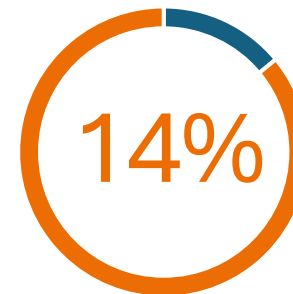
Car/travel allowances

**Important** to the most senior executives  
e.g. CEO, CFO, Managing Director:



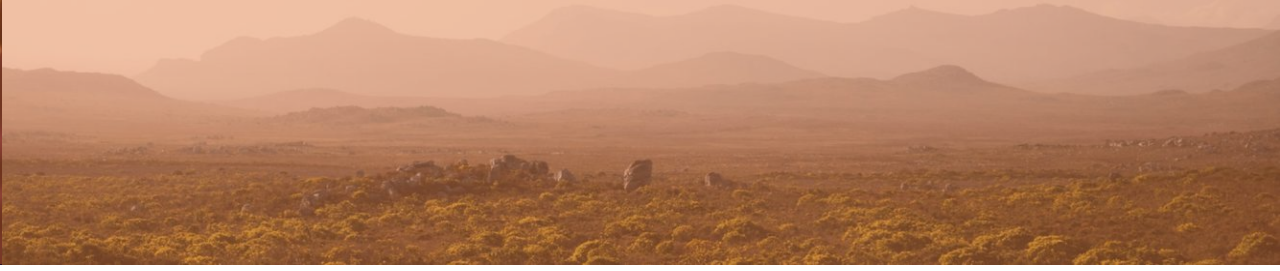
1<sup>st</sup> place: Travel allowances, followed by family medical/healthcare benefits and then housing costs

**Provided** to the next level of senior management  
e.g. Regional Directors, Country Managers:



Full housing costs





## Southern Africa – Our View



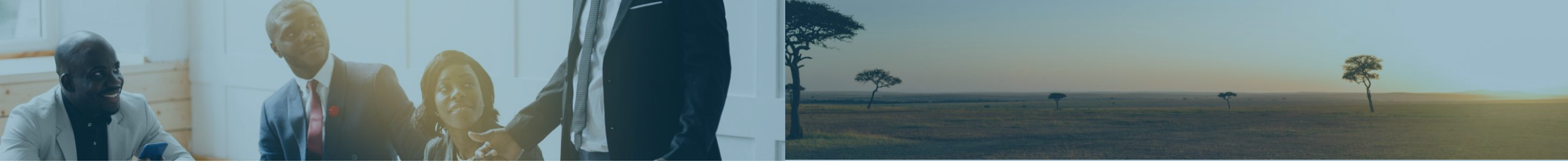
*“Boards are increasingly embedding **sustainability, transformation, and governance** metrics into bonus and long-term incentive scorecards, reflecting both investor and regulatory expectations.”*

*“South Africa has a long-standing tradition of **share option schemes, restricted stock units (RSUs), and performance shares** as part of executive compensation.”*

*“**Housing allowances** are less common in South Africa, except in the case of expatriate or relocation moves. Housing loans, however, are more frequently provided.”*

*“There is a strong **pension** and provident fund culture, with employer contributions typically ranging from 10% to 20% of salary.”*





## Focus on Long-Term Incentives (LTIs) - Four Next Steps:



Long-term incentives are opportunities offered to key individuals to earn cash or stock based on their performance against pre-determined targets. They are typically measured over a three- to five-year period.

There are three main options: (1) bonuses with a portion compulsorily deferred for several years; (2) LTI awards linked to targets based on the business plan; and (3) LTI awards contingent on continued employment and achieving a threshold level of performance.

Source: Farient Advisors

- 1** **Agree on how value creation will be measured:** For example, by setting performance targets or milestones related to revenue growth, profitability, or customer acquisition.
- 2** **Identify critical roles in the organisation:** Focus LTIPs (Long-Term Incentive Plans) on those positions that drive value, to ensure key individuals are incentivised to stay and perform.
- 3** **Determine the potential opportunity under the LTIP:** Balancing attractive rewards with cost constraints to control dilution and maintain financial sustainability.
- 4** **Select the appropriate type of plan:** For example, performance-based, retention-based, or profit-sharing. Each type addresses different organisational goals, employee motivations, and strategic objectives. They should align with the company's growth stage and the behaviours it aims to encourage.





# Emerging Trends in Mental Health and Well-Being



With rising demands on senior leaders, the importance of mental health and well-being has shifted from a peripheral perk to a core priority.



- According to the 2025 Africa CEO Wellbeing Study, about 77% of executives now rate mental health programs, wellness retreats, and high-performance lifestyle habits as essential to maintaining leadership effectiveness.
- Executives cite relentless pressure from expanding markets, digital disruptions, travel demands, decision overload, and risk environment as drivers of stress and possible burnout. These pressures mean that wellbeing is no longer a “nice-to-have” but a necessity.
- Biohacking, wearable tech, personalised health/nutrition guidance, sleep tracking are increasingly adopted among CEOs who want to optimise cognitive performance and sustain stamina.
- Structured retreat experiences (e.g. in Mauritius, South Africa, Zanzibar) are being used not just for rest but for curated wellness programmes (fitness + mindfulness + nutrition + sometimes luxury) to reset and rejuvenate leadership mindset.
- Daily routines and “high-performance habits” are also emphasised: early rising, mindfulness/meditation, digital detox breaks, etc. These are seen as key to preserving clarity, avoiding fatigue, and maintaining sharp decision-making.
- Research suggests that executives who invest in wellness report gains in productivity, better decision making, higher resilience, reduced “decision fatigue,” and fewer health-related absences.
- In Executives in Africa’s own survey, several respondents highlighted wellness programmes as an important component of their benefits package. This emphasis extends beyond the traditional focus on ‘emergency’ healthcare cover and signals a broader shift toward proactive, preventative self-care and ongoing well-being support for senior leaders.
- Additional source:  
The C-Suite Report Africa





# Emerging Trends in Leadership and Skills Development



As leadership roles across Africa become more complex and competitive, organisations are rethinking how they develop and support their senior talent.



- Beyond traditional managerial competence, African organisations increasingly prize emotional intelligence, adaptability, foresight and the capacity to drive change, particularly amid volatile markets, shifting regulations and technological disruption.
- There is strong demand for structured mentoring, executive coaching and formal leadership programmes. Executives want support both to advance their own careers and to build pipelines of future leaders. Programmes that include exposure to global best practices, networking, cross-border assignments and stretch projects are becoming more common.
- We observe that organisations are customising development programmes to integrate technical skills (e.g. digital transformation, analytics, ESG) with soft skills (resilience, communication, cross-cultural leadership). This reflects the complexity and multi-dimensional nature of the challenges they face.
- Because competition for executive talent is fierce, offering robust leadership development has become a differentiator. Firms that invest in leadership growth are more likely to retain top performers. Talented executives are seeking roles offering growth, learning and challenge - not just financial reward.
- There is a growing push for executives to develop capabilities in sustainability, digital ethics, hybrid/remote leadership and disruption management. Organisations are looking ahead to ensure their leadership is prepared not only for current demands but also for emerging trends.



# About Executives in Africa



Our award-winning search team's unique focus is Africa, and we have managed over 1000 assignments across 50+ markets since 2010.

Many of the best leaders are not actively seeking new opportunities - and that's where we come in. Our no-compromise approach attracts unique people to your teams, connecting you with the highest calibre of talent.

Diversity is also a key focus, and our achievements often come as a result of nurturing relationships that others have overlooked.

Choosing to retain a search specialist is the right solution for critical leadership roles and an essential approach for confidential appointments. It's also the best way to identify rare and specific technical skills which are in short supply.

We start by understanding your challenges, vision and strategy, and then provide the creative advice and expertise you need for success.



*We have a positive and lasting impact on Africa*





## Expertise Across Africa



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