

Our people make us great.

Leading For All

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Great
Place
To
Work®

GIFTWORK® JOURNEY!

GiftWork® Journey Training is a **Great Place To Work** proprietary program designed to equip leaders and managers with the skills to transform the culture of their organisation one team at a time.

This unique program with no PowerPoint presentation explores practical techniques and real life scenarios that can help any leader to create a high trust work environment leading to high performing teams.

Our goal is to help you build a great workplace where employees can say 'my work is more than just a job'.

Empower your leaders with the tools they need to inspire and drive team performance through trust-based leadership. Enroll in the GiftWork Journey Training to transform your workplace culture and unlock your team's full potential.

Reach out to us to learn more:

greatplacetowork.com.ng

| ng_info@greatplacetowork.com

| 0810 437 3764

The Learning Path

Where are we going?
Why do I want to go there?
Who is leading the way?
What Path can I take?
What do I pack for the Journey?
Where am I on the Map?
How do I navigate the Journey?
Am I ready to go?

5000+
Employees
Coached
Nationwide

JOURNEY!

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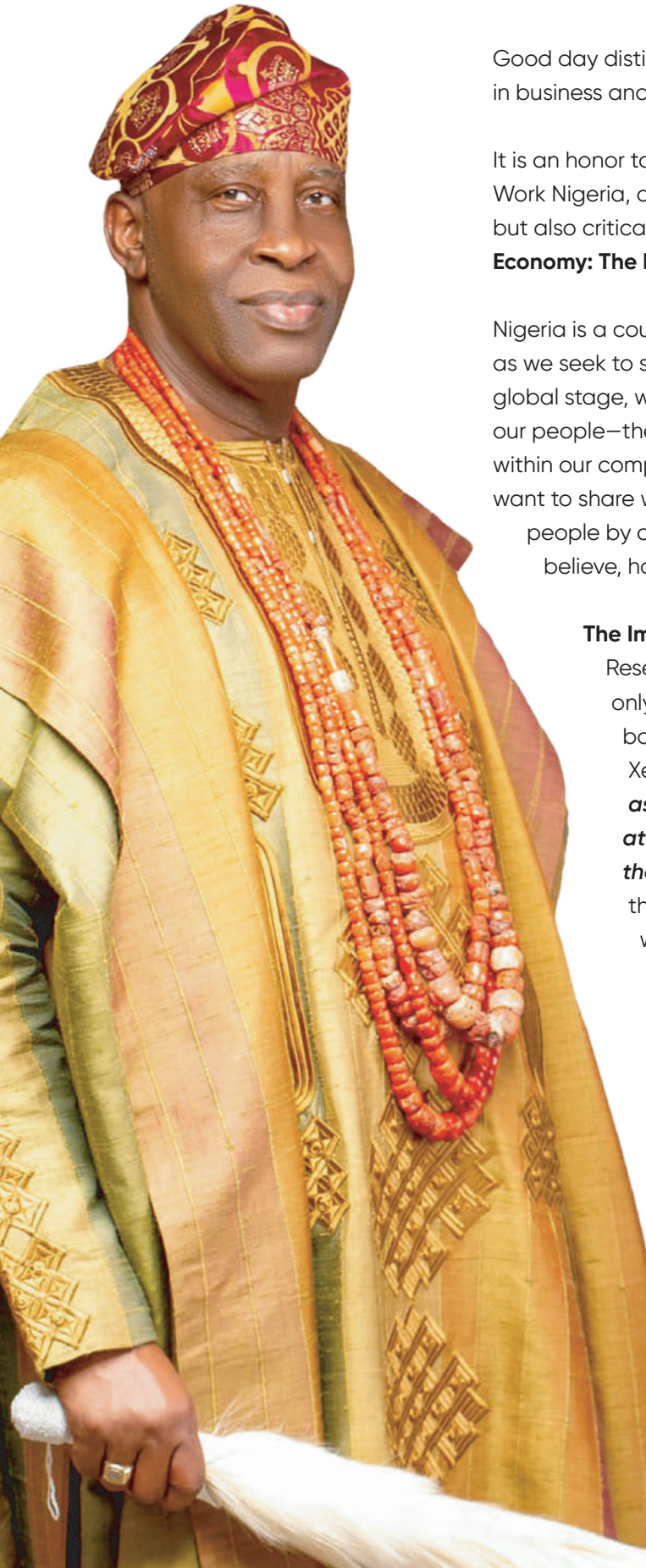
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Building a Legacy of Great Workplaces

Imagine Your Organisation Becoming One of the Great Workplaces in Nigeria?

Leading for All

Transforming Nigeria's Economy: The Power of Great Workplaces.



Good day distinguished guests, esteemed colleagues, and fellow leaders in business and industry.

It is an honor to be before you today as the Chairman of Great Place to Work Nigeria, as we explore a subject that is not only close to my heart but also critical to the future of our dear nation— **Transforming Nigeria's Economy: The Power of Great Workplaces.**

Nigeria is a country rich in resources, both natural and human. However, as we seek to strengthen our economy and secure our place on the global stage, we must realize that our most important resource lies within our people—the men and women who power our industries, innovate within our companies, and form the backbone of our businesses. Today, I want to share with you a vision of how we can harness the power of our people by creating and nurturing great workplaces. This vision, I believe, holds the key to unlocking Nigeria's vast economic potential.

The Importance of Great Workplaces

Research and experience show that great workplaces not only benefit employees but also drive company success and boost the economy. As Anne M. Mulcahy, former CEO of Xerox, said, ***"Employees are a company's greatest asset—they're your competitive advantage. You want to attract and retain the best; encourage them and make them feel integral to the company's mission."*** Organizations that prioritize trust, collaboration, inclusion, and employee well-being see increased productivity, innovation, and resilience. These companies are not just competitive in Nigeria but are global players, contributing to national growth and international standing.

Imagine a Nigeria where **50% of companies are certified as Great Workplaces.** The economic impact would be monumental. Studies consistently show that companies with high-trust cultures outperform those that don't. These organizations have



Ọba Ghandi Afolábí Ọláoyè

Orumógege III, Soun of Ogbomosho Land
Chairman, Great Place to Work Nigeria

Imagine a Nigeria where 50% of companies are certified as Great Workplaces.

employees who are more engaged, more innovative, and more committed to achieving excellence. The result? Increased profitability, more jobs, higher income levels, and ultimately, a more stable and prosperous economy.

The Ripple Effect on the Economy

When we discuss the concept of building great workplaces, we are not seeking to just satisfy employees. Instead, the focus is on creating more productive, more creative, and more resilient companies that are better equipped to cope with the economic headwinds. Such companies are built on trust and teamwork and are more flexible and competitive in today's global arena because they evolve with market dynamics.

In such circumstances, where almost every other country operates and where half of the companies pay attention to the health of the employees, industrial progress would be evident in all industries. Workers' improved productivity then leads to better profits followed by more investments, more revenue creation, and hence more growth opportunities.

This forms a positive cycle where flourishing companies grow the economy, providing numerous employment opportunities, increasing income and ultimately achieving a sustainable economy in the long run.

In an economy with a lot of motivated and needed workers, it has been observed that strikes are fewer, employee turnover is less and there is no longer a problem of seeking professionals overseas as it has been the trend, especially in Nigeria for ages. Nigerian nationals who have the potential to achieve greatness in various fields in Nigeria will not be leaving the country in search of work abroad. This will be a Nigeria that is rich in resources and does not seek handouts from external sources, where creativity is welcomed and used to newer technologies and industries will emerge.

The Call to Action

As we celebrate the **11th Best Workplaces Awards**, we take this opportunity not only to honor the companies that have achieved workplace greatness but also to extend a call to action to all Nigerian organizations. Whether you are a small business or a large

multinational, you have the power to contribute to the economic transformation of Nigeria by creating an environment where your employees can thrive. Becoming a certified Great Workplace is more than just a badge of honor—it's a commitment to fostering a culture that empowers employees to reach their full potential. It is an investment in your people, your business, and your country. By joining the Great Workplace movement, you are not only improving your internal operations—you are playing a vital role in building a stronger, more resilient Nigerian economy.

Conclusion

The future of Nigeria's economy doesn't just lie in our oil reserves, our infrastructure, or our exports. It lies in our people. And when we build workplaces that empower our people to succeed, we build companies that will succeed—and in doing so, we build a nation that will prosper.

Together, we can unlock Nigeria's economic potential by transforming our workplaces. The power to create a thriving, resilient, and inclusive economy is within our grasp. Let us commit to building a Nigeria where great workplaces are the norm, not the exception. Let us transform Nigeria's economy— one great workplace at a time.

Thank you.

Leading for All

A New Paradigm for Thriving Workplaces in Nigeria



Kunle Malomo

Group CEO

Great Place to Work Nigeria

In today's rapidly evolving work environment, success is no longer defined by profits alone but by how well organizations lead and care for their people. This concept, which I like to call "**Leading for All**," is at the heart of creating exceptional workplaces where employees feel valued, empowered, and inspired to contribute their best every day. The workplaces we celebrate today exemplify this forward-thinking leadership philosophy, one that emphasizes inclusivity, growth, and well-being as the cornerstones of sustainable business success.

In Nigeria, the focus on employee experience (EX) has never been more critical. As our nation continues to navigate the challenges of a dynamic global economy, organisations that prioritize their people are more resilient and innovative. "**Leading for All**" means recognizing that every voice matters—from the entry-level employee to senior management. It involves creating an environment of mutual respect, open communication, and continuous development. This leadership approach doesn't just drive engagement and productivity; it transforms workplaces into spaces where creativity and collaboration flourish.

The organisations we honor tonight have demonstrated that great leadership is not a top-down directive but a collaborative effort. They have cultivated workplaces where diversity and inclusion are celebrated, where employees are encouraged to grow and excel, and where well-being is a priority. These great workplaces have set a standard for others to follow, showing that putting people first is not just a moral imperative but a business advantage.



Trust is the invisible currency that builds strong teams and great workplaces.

– Unknown

As we celebrate their achievements, let us be inspired by their commitment to "**Leading for All**." Let us recognize that when we lead with empathy, vision, and inclusivity, we not only create great workplaces—we lay the foundation for a more prosperous and thriving future for our nation. Congratulations to all the award recipients for being leaders in this movement toward excellence in employee experience.

Celebrating Inclusive Leadership: The Power of Leading For All



Otamere Elegon
Country Manager
Great Place to Work Nigeria

As we gather to celebrate the 11th Best Workplaces Awards, we are honouring more than just the achievements of exceptional organisations—we are celebrating the spirit of inclusive leadership that fuels them. As leaders you have built workplaces where every employee has the opportunity to grow, contribute, and feel seen, heard, and valued. This is not a culture created for a select few, but one that embraces everyone, because you understand that real success requires the collective effort of all.

That's why this year's theme, *"Leading For All,"* is so fitting. A *"For All"* leader understands what it means to lead in a way that recognises every individual as more than just a worker, or a tool to be utilised. These leaders know that people matter and that personal purpose can be achieved through meaningful work. In today's rapidly evolving world, we need leaders who inspire not just a few, but everyone they lead.

At the heart of this leadership approach are three core qualities: respect for the individual, genuine care for people, and an unwavering commitment to listening. As society increasingly shifts toward a focus on self, these values remain the foundations of strong, inclusive workplace cultures where everyone has the chance to thrive and contribute.



***People follow leaders by choice.
Without trust, at best you get
compliance."***

– Jesse Lyn Stoner

Tonight, as we celebrate the Best Workplaces in Nigeria, we recognise the leaders who embody this inclusive spirit. These are the leaders who inspire their teams to greatness, fostering environments where everyone can realise their full potential. Together, we are shaping a future where workplaces reflect the values that help both individuals and organisations prosper.

Let's continue building our community of great workplaces. Let us continue to build a culture of leadership for all—because the future of work belongs to everyone.

Our mission is to help every place become a great place to work for all.

We are on a mission to change the way the world works by creating more resilient, successful, sustainable businesses. Great Place To Work® gives leaders and organisations the recognition and tools to create a consistently and overwhelmingly positive employee experience.

Great Place To Work® is the global authority on workplace culture

Backed by over 30 years of data, our globally recognized **Great Place To Work Certification™** and highly competitive **Best Workplaces™ Lists** enable employers to attract and retain talent, benchmark company culture, and increase revenue.

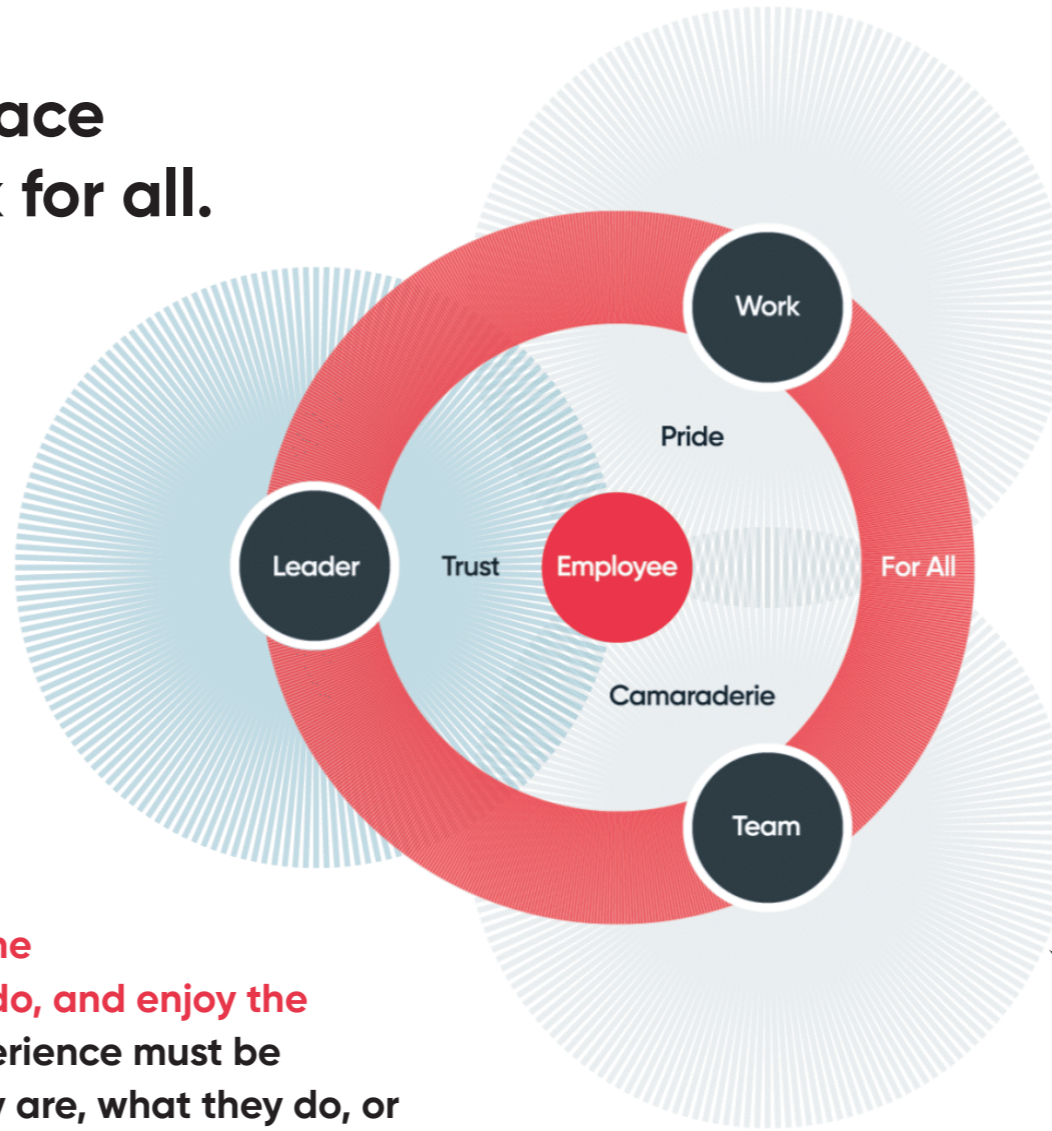
A great workplace is one where employees trust the people they work for, have pride in the work they do, and enjoy the people they work with. To be truly great, that experience must be consistent for every employee, no matter who they are, what they do, or where they work. This consistent and inclusive experience is what we call "For All."

Proven performance impact: the Great Place To Work effect

At the heart of our methodology lies the **Trust Index™**, a rigorously developed employee engagement survey that has become the global standard for quantifying the ROI of workplace culture, leadership impact, and measuring the employee experience.

Companies who earn Great Place To Work Certification™ see remarkable business results. By using the Trust Index Survey, our customers get a benchmarked view of the key drivers of a great workplace. They gain insights to maximize employee potential, boost productivity, and improve financial outcomes.

Since earning Great Place To Work Certification™, our organisation has witnessed a growth trajectory, employees are more engaged, reduced attrition, and improved productivity."
Oladokun Solanke, Culture & Employee Engagement Manager, Chivita Hollandia International



The science behind becoming a great workplace

Our model and methodology aren't just a set of guidelines – they embody a research-backed approach developed over 30+ years of studying employee experience. Born from countless hours of interviews, focus groups, and employee feedback, the Great Place To Work® Model is the framework for understanding how workplace culture drives business success.

This model is continually reinforced as over 21,000 customers annually rely on it to collect feedback from over 20 million employees globally, in over 170 countries.

By applying this proven model, your organisation can pinpoint the root causes of workplace challenges and transform into a Certified great workplace.

The Great Place To Work Model

The most rigorous data-driven model for measuring employee experience

| | | |
|--------------------------------------|-----------------------------|-------------------------------|
| 20 million Employees represented. | 170 Countries. Annually. | 21,000 Companies. Annually |
|--------------------------------------|-----------------------------|-------------------------------|

Great workplaces are great for business.

When leaders create a great employee experience, it has a transformative effect on their organisation. Great workplaces attract and develop great talent, build thriving and agile cultures, and in turn, fuel growth and performance.

Great Starts Here

Ready to put the Great Place To Work Model to work in your organisation and earn certification? Get started by visiting our website or scanning this code:

greatplacetowork.com.ng
ng_info@greatplacetowork.com
0813 864 1300 - 0810 437 3764



Event Highlights

Our Guest Speaker



Ms Bolaji Agbede

Acting Group CEO,
Access Holdings



***A culture of trust
encourages people to think
and act like owners."***

– Phil Geldart

Ms. Agbede is a versatile professional with over 27 years' experience in Human Resources management, customer relationship management and banking operations. She has a proven record of successful people integration during mergers and acquisitions, culture transformation and execution of corporate strategies.

She commenced her professional career in Guaranty Trust Bank and served in various capacities including Relationship Manager and Vault Custodian. She diligently distinguished herself and swiftly rose from the grade of Executive Trainee in 1992 to Manager in 2001. Ms. Agbede subsequently served as the Chief Executive Officer of JKG limited in 2003 a business consulting outfit.

Ms. Agbede joined Access Bank in 2003 as an Assistant General Manager and was responsible for managing the Bank's portfolio of chemical trading companies. She has occupied the role of Head, HR for the Access Bank Group since 2010 wherein she oversees the human capital development of the Group.

Ms. Agbede holds a bachelor's degree in Mathematics and Statistics from the University of Lagos (1990) and subsequently obtained a Master of Business Administration degree from Cranfield University in 2002. She is a member of the Chartered Institute of Management UK and Chartered Institute of Personnel Management of Nigeria. She has attended several renowned leadership and professional development programs including the High-Performance Leadership Programme organised by the IMD and the Strategic Talent Management Programme organised by the London Business School.

Celebrating Excellence

Certified Great Workplaces, 2024



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The **Legendary Award** 2024 goes to:



For being a Great Place To Work Certified™ Workplace for 5 consecutive years








Previous **Legendary Award** winners



Best Practice Award, 2024

Best Practice Award Winners, 2024














These awards* recognize the accomplishments of organisations across Nigeria who have implemented creative and effective approaches to developing trust, pride, and camaraderie within their unique workplaces.

| | Small Category Organisations 10 - 99 employees | Medium Category Organisations 100 - 499 employees | Large Category Organisations 500+ employees |
|---|---|--|---|
| Best in Promoting High-Trust Culture These organisations have displayed excellence in creating and promoting a High-Trust culture for her employees and the sustenance of amiable work environment. |  |  |  |
| Best in Promoting People Leadership Practices These organisations have displayed excellence in nurturing individuals' talents to foster personal growth and development that improves the organisation as a whole. |  |  |  |
| Best in Delivering Impactful Organisational Values These organizations are run by well grounded business ethics and organisational values that have helped to drive the organisation's Mission, and as such are well poised to achieve their Vision. |  |  |  |
| Best in Promoting Employee Wellbeing Practices These organisations have displayed excellence in the delivery of programs that foster employees well-being, work-life integration and the creation of amiable work environment as a whole. |  |  |  |
| Best in Promoting Culture of Innovation By All These organisations have shown great understanding of the fact that their survival in the marketplace demands that they constantly innovate, and that innovation cannot be left only to R & D, but to every worker daily seeking ways to improve products, services and processes. |  |  |  |

*Learn more about each of these awards here:

greatplacetowork.com.ng >> [Best Workplaces Lists](#) >> [Best Practice Awards](#)

Best Practice Award, 2024

| | Small Category Organisations 10 – 99 employees | Medium Category Organisations 100 – 499 employees | Large Category Organisations 500+ employees |
|---|---|--|---|
| Best in Promoting Corporate Social Responsibility Initiatives <i>These organisations have displayed excellence in being change leaders, pathfinders, especially in the communities they operate in, and against all odds have driven initiatives to improve the lives of their employees, and their communities at large.</i> |  |  |  |
| Best in Promoting Fun and Friendly Culture <i>These organisations promote a culture of camaraderie, friendliness and fun in the workplace.</i> |  |  |  |
| Best Workplace for Women <i>These organisations go above and beyond in promoting the work experience of women in their workplace.</i> |  |  |  |
| Best in Promoting Culture of Diversity, Equality, and Inclusion <i>These are organisations who foster and support a culture of diversity, equity, inclusion and belonging in their workplace</i> |  |  |  |
| Best in Promoting Learning & Development Practices <i>These organisations focus on nurturing individuals' gifts to foster personal growth and development as well as offering job-specific training.</i> |  |  |  |
| The Victor Ligbago Award for Best Workplace for Millennials <i>These organisations make an effort to give their younger workforce a sense of purpose.</i> |  |  |  |

*Learn more about each of these awards here: greatplacetowork.com.ng >> Best Workplaces Lists >> Best Practice Awards

Small Category 20 - 99 employees

01 FBN Holdings Plc

Industry: Financial Services

Website: fbnholdings.com

We are a financial holding company and one of the largest financial services organisations in Africa. It is a diversified and leading financial services Group offering a broad range of products and services through its subsidiaries, across commercial banking, merchant banking, capital markets, trusteeship and insurance brokerage to millions of customers.

02 SC Johnson

Industry: Manufacturing

Website: scjohnson.com

We are a global leader in household & professional products, with a history of sustainability, transparency and social responsibility.

03 T3 (Top Travel Trip)

Industry: Travel Agency

Website: toptraveltrip.com

Being one of the leading B2B Online Travel Service providers, T3 offers affordable, instant, innovative & responsive travel services along with the best deals.

04 FBNQuest Trustees

Industry: Financial Services

Website: fbnquest.com/trustees

FBNQuest Trustees combine world-class knowledge and professional competence in the provision of Corporate, Private, and Public Trust Services suited to clients' specific needs.

05 DHL Global Forwarding

Industry: Logistics

Website: dhl.com/ng-en/home/global-forwarding.html

DHL Global Forwarding promises to always offer reliable, flexible and efficient deliveries to and from every country globally, in total compliance with local regulations.

06 Cybervergent

Industry: IT Consulting

Website: cybervergent.com

Cybervergent is a global cybersecurity technology company, shaping the next generation of digital trust and security.

07 FBNQuest Asset Management

Industry: Asset Management

Website: fbnquest.com/asset-management

We are a tried-and-true investment manager. Providing their clientele with first-rate investing options across all major traditional & alternative asset classes.

08 Ashluxury HQ

Industry: Fashion

Website: ashluxury.com

ASHLUXURY is a place where style meets luxury, renowned for providing its customers with specially curated high-fashion and cutting-edge designAr clothes and accessories.

09 FBNQuest Capital

Industry: Financial Services

Website: fbnquest.com/capital

We are a subsidiary of FBN Holdings, provides alternative investment products and financing opportunities across multiple asset classes to clients.

10 FBN Insurance Brokers

Industry: Insurance

Website: fbninsurancebrokers.com

We combine expert broking knowledge and capabilities for risk assessment, analysis, structuring and overall servicing that has resulted in an increased insurance portfolio since the commencement

Learn more about what makes them great

greatplacetowork.com.ng >> Best Workplaces Lists >> Nigeria's Best Workplaces

Medium Category 100 - 499 employees

01 Teleperformance

Industry: Professional Services

Website: teleperformance.com

We are a global leader in solution design, business optimization strategies, front-office customer support, and back-office services like finance, accounting, collections, and tech support. With more than four decades of deep, industry-specific expertise and service innovation, Teleperformance offers the market's most comprehensive service portfolio. We'll handle the day-to-day operations while you focus on growing your business.

02 GZ Industries

Industry: Manufacturing
Website: gzican.com

We are a leading manufacturer and producer of premium quality, aluminium beverage cans. Utilising best-in-class manufacturing processes and the latest high speed beverage line, we're proud to produce cans for some of the leading beverage brands in Africa.

03 FSDH Merchant Bank

Industry: Financial Services
Website: fsdhmerchantbank.com

We are a leading provider of innovative financial services in Nigeria, focused on creating long-term sustainable wealth for select clientele.

04 FBNQuest Merchant Bank

Industry: Financial Services
Website: fbnquest.com/merchant-bank

Our world-class team, significant financial capacity and rich heritage as part of the FBNHoldings Group put us in a unique leadership position within the Merchant Banking space.

05 CardinalStone Partners

Industry: Financial Services
Website: cardinalstone.com

We are a Nigerian-founded multi-asset management firm that caters to individuals, institutions, and corporate clients, providing tailored investment solutions, mergers & acquisition advisory, capital raising, and market insights.

06 Princeps Credit Systems

Industry: Financial Services
Website: princeps.africa

Princeps Credit Systems Limited (PCSL) is dedicated to simplifying the borrowing process for employed individuals in Nigeria, offering swift and convenient access to loans while maintaining a standard of exceptional service.

07 Perfetti Van Melle

Industry: Manufacturing
Website: perfettivanmelle.com

We are one of the world's largest manufacturers and distributors of confectionery and chewing gum. We create imaginative products and brands that are enjoyed in over 150 countries.

Learn more about what makes them great
greatplacetowork.com.ng >> Best Workplaces Lists >> Nigeria's Best Workplaces

Large Category 500+ employees

01 Wema Bank

Industry: Financial Services

Website: wemabank.com

We are Nigeria's foremost innovative bank and pioneer of Africa's first fully digital bank, ALAT. With a commitment to empowering lives through innovation, we continue to drive notable impact through our women-focused proposition, SARA, vast youth empowerment initiatives and solutions across technology/innovation, financial inclusion, MSME and sustainability among others; consistently raising the standards of excellence in banking.

02 Sterling Bank

Industry: Financial Services

Website: sterling.ng

Sterling Bank, "Your one-customer bank," is a full-service national commercial bank that evolved from a pre-eminent investment banking institution to a fully-fledged commercial bank, focusing on Retail & Consumer, Commercial & Institutional, and Corporate & Investment markets.

03 DHL Express

Industry: Logistics

Website: dhl.com/ng-en/home.html

DHL is the world's leading logistics company. Our 600,000 people in over 220 countries and territories work every day to help you cross borders, reach new markets and grow your business. Or simply send a letter to your loved ones.

04 Marriott International

Industry: Hospitality

Website: marriott.com

Marriott International is a global leader in the hospitality industry, known for its commitment to exceptional service, luxurious accommodations, and a wide range of amenities. Founded in 1927, Marriott has grown to operate more than 7,000 properties across 131 countries.

05 Credit Direct

Industry: Financial Services

Website: crediddirect.ng

We are the Fintech arm of the FCMB Group offering lending and fund management to individuals and businesses. Licensed by the Central Bank of Nigeria, we are a leading non-bank finance company and have proudly served millions of customers nationwide since 2007.

06 PremiumTrust Bank

Industry: Financial Services

Website: premiumtrustbank.com

PremiumTrust Bank is a leading 21st century financial institution that provides innovative solutions, which impact customers and their communities to make a positive difference in the world.

07 Hilton

Industry: Hospitality

Website: hilton.com/en/curio/

One of the world's most iconic hospitality brands, founded in 1919 by Conrad Hilton. Known for its commitment to innovation, exceptional service, and luxury, Hilton operates over 6,000 properties in more than 119 countries and territories.

08 FirstBank Nigeria

Industry: Financial Services

Website: firstbanknigeria.com

Established in 1894, FirstBank is a brand of strength and dynamism, with the vision to be Africa's bank of first choice. Our brand purpose is to always put customers, partners and stakeholders at the heart of our business, even as we standardise customer experience and excellence in financial solutions across sub-Saharan Africa, in consonance with our brand vision "To be the partner of choice in building your future".

Learn more about what makes them great

greatplacetowork.com.ng >> Best Workplaces Lists >> Nigeria's Best Workplaces

Legendary Award Winner

How Certification™ Transformed FirstBank



Olumuyiwa D. Olulaja

Group Head, Human Capital Management & Development, FirstBank of Nigeria Ltd

FirstBank started her partnership with Great Place to Work in 2020 and since then it has been a transformative journey particularly in three major areas where the survey outcomes provided incredible insights for us.

a. Employee Engagement: Through the outcomes, the Bank implemented new initiatives to drive employee engagement, such as flexible work arrangement, introduced a more comprehensive wellness program, quarterly Thank God its Friday Party amongst others. These range of exciting initiatives have helped our employees to manage their professional and personal commitments more effectively, resulting in greater productivity and job satisfaction.

b. Recognition and Rewards: The survey has helped us to make strategic changes to our recognition and reward systems and enrich them in profound ways. For instance, our technology business has a unique reward structure, and its introduction has improved our retention rate for that segment of the Bank.

c. Revamp Organizational Culture: The valuable insights have been instrumental in shaping our organisational culture. It has helped us to foster trust, transparency and build a collaborative atmosphere which are vital for building a strong team and brand.

In general, our Partnership with Great Place To Work has provided us with outstanding roadmap to address key concerns of our employees while capitalizing on our strengths. It has aided our drive to improve employee experience and engagement, boost our productivity and retention rates, improved camaraderie in our teams and enhanced our reputation as an employer of choice.

93%

of our employees say
"I'm proud to tell others I work here."

93%

of our employees say "Management is
competent at running the business".

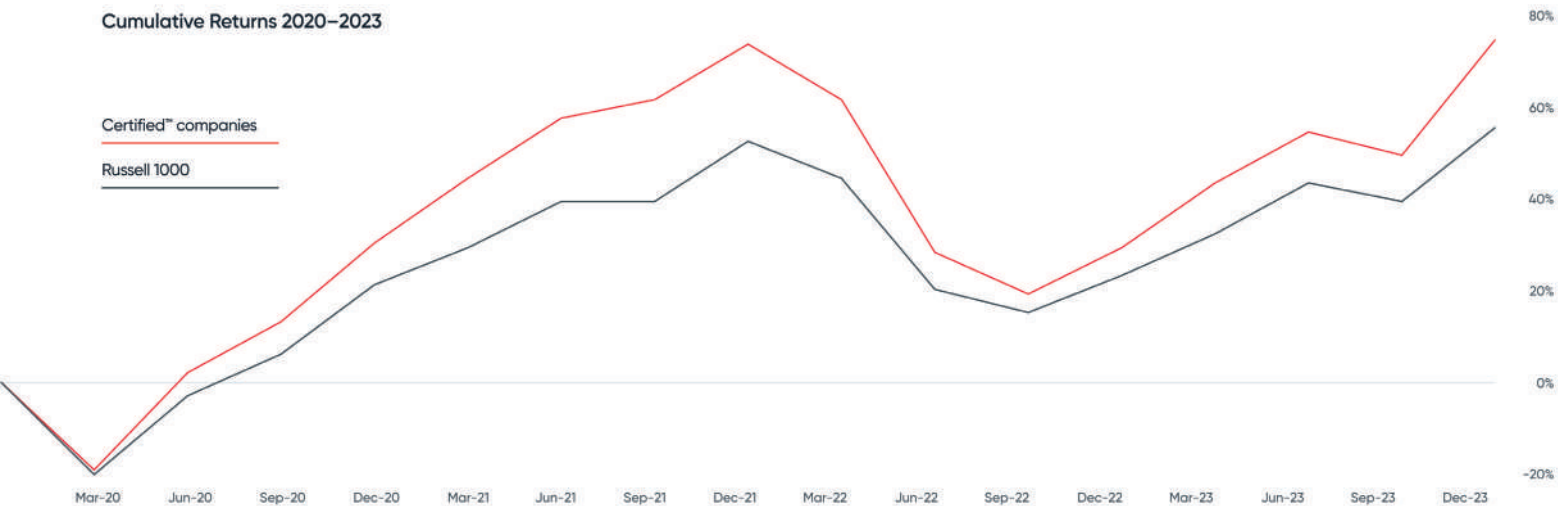
Over the years, we have enjoyed unparalleled support from the team (Country Manager, IT, and Finance). The team offers great support before, during and after survey deployments and also develops action plan/recommendations to improve employee engagement within our organisation/Group. We are indeed glad and proud to associate with the Great Place To Work brand.

[Read more success stories here](#)

greatplacetowork.com.ng >> [About](#) >> [Customer Reviews](#)

Financial Performance

Great Place To Work Certified Organisations outperform the market by **19% pts.**



The ROI of Being a Great Place to Work

At Great Place to Work, we believe that creating an outstanding workplace is not just about fostering a positive environment for employees—it's also a strategic investment in your business's financial future. The data proves it: companies that are certified as Great Places to Work consistently outperform the market, generating significant returns for their shareholders.

Certified Organisations Outperform the Market by 19 Percentage Points

As illustrated in the graph, certified organisations have achieved cumulative returns that are 19% points higher than the Russell 1000 index from 2020 to 2023. This outperformance underscores the direct correlation between a thriving workplace culture and superior financial performance.

Key Observations:

Sustained Growth: Throughout the observed period, certified companies consistently outperformed the broader market, demonstrating resilience and growth even in challenging economic times.

Market Leadership: The gap between certified companies and the Russell 1000 index is most pronounced during periods of market volatility, highlighting the stability and agility of organisations with strong workplace cultures.

Strong Finish: As we approach the end of 2024, the momentum for certified companies remains strong, with their cumulative returns continuing to lead the market by a significant margin.

The Financial Impact

Why Certified Companies Thrive

The consistent outperformance of certified companies can be attributed to several key factors, here's a few:

Enhanced Employee Engagement: Employees in certified workplaces are more engaged, motivated, and committed to their organisations, leading to higher productivity and innovation.

Lower Turnover Costs: These organisations enjoy lower employee turnover rates, reducing costs associated with recruitment and training, and retaining valuable institutional knowledge.

Stronger Brand Reputation: Being recognized as a Great Place to Work enhances an organisation's brand reputation, making it more attractive to top talent and customers alike, further driving business success.

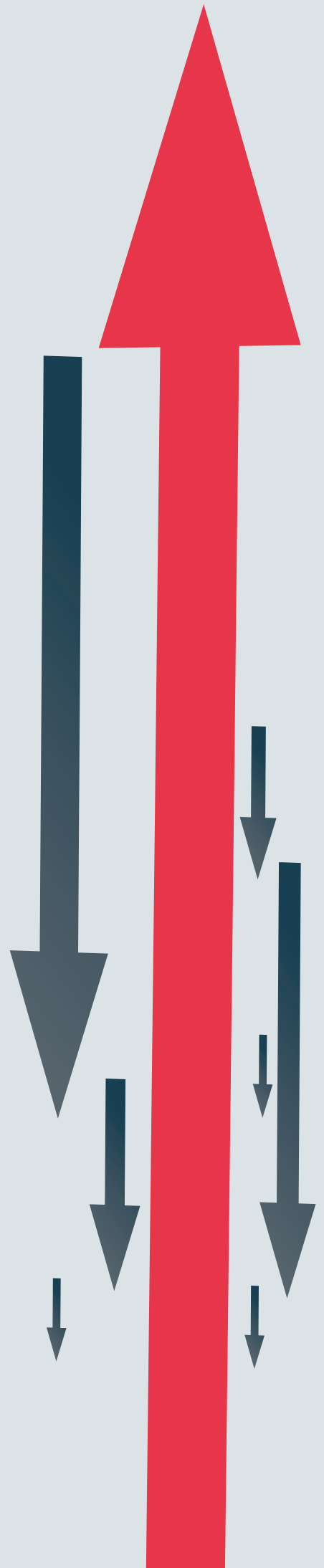
A Strategic Investment with Tangible Returns

The data is clear: investing in your workplace culture is not just good for your employees—it's good for business. Organisations that prioritize creating a great work environment see measurable returns on their investment, outperforming their competitors and driving long-term success.

What if your company becomes one of the Great Workplaces in Nigeria?

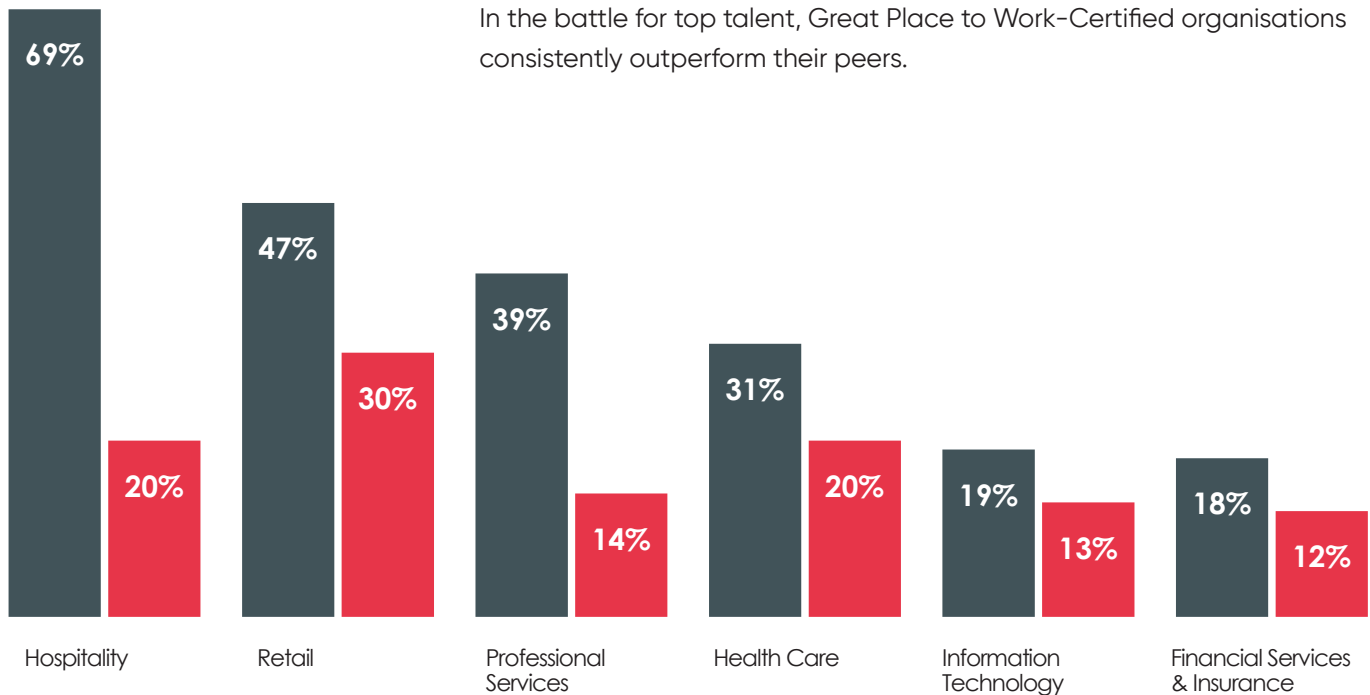
Is your organisation ready to take the next step? Achieve Great Place to Work certification and experience the benefits of a high-performing, engaged workforce. Learn more about how your organisation can become certified and start reaping the rewards today.

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Employee Retention

Great workplaces keep their best people.



Voluntary Turnover By Industry

Average Workplaces

Certified Companies

Across various industries, these organisations retain up to three times more of their best employees compared to the average workplace. Whether in Hospitality, Retail, Professional Services, or Information Technology, the numbers are clear: great workplaces keep their people.

This success isn't by chance—it's the result of intentional efforts to foster a positive, engaging, and supportive work environment. When employees feel valued and empowered, they stay, grow, and contribute to long-term business success.

Is your organisation ready to join the ranks of industry leaders who attract and retain the best talent? Achieve Great Place to Work Certification™ and experience the benefits of a high-trust, high-performance workplace culture.



Case Study

Chivita|Hollandia (CHI Limited) & Great Place To Work

The Challenge

Chivita|Hollandia (CHI Limited) faced significant challenges in retaining top talent and improving employee engagement. Internal surveys indicated low employee morale and high burnout rates, leading to increased turnover. Additionally, the organisation struggled with developing an employer brand that resonated with potential employees and aligned with its values.

What drove Chivita|Hollandia (CHI Limited) to start working with Great Place to Work®?

To address these challenges and create a workplace culture where employees feel valued and engaged, Chivita|Hollandia (CHI Limited) sought the expertise of Great Place to Work Nigeria. They believed the unique Great Place To Work Employee Engagement Trust Index Survey with its accompanying analytics, certification, and recognition program would provide valuable insights into employee engagement and satisfaction levels to improve Chivita|Hollandia's overall workplace culture.

The Solution

Chivita|Hollandia (CHI Limited) took several concrete steps after partnering with Great Place To Work. First, they conducted the Trust Index™ Survey to gather honest feedback from employees.

This helped identify key areas for improvement, including Talent Management, work-life integration, and effective team communication. Based on the survey results, the company implemented new wellness programs to reduce burnout and encourage better work-life integration.

In addition, they revamped its employer branding strategy, ensuring that its values and people-centric culture were communicated clearly to both current and potential talents. The organisation also launched an Employee Development program to provide career growth opportunities, implemented a structured performance management system that includes regular feedback, recognition, and support to help employees improve and align their goals with organisational objectives, and various other employee initiatives, which led to increased engagement and retention.

What actions did you take to improve this key challenge, and what impact did partnering with Great Place to Work have?

Through these initiatives, Chivita|Hollandia (CHI Limited) successfully addressed its key challenge of retaining top talent and boosting employee morale. The Trust Index™ provided clear direction for improvements, and by investing in wellness programs and career development, employee satisfaction significantly increased.

Partnering with Great Place to Work not only improved internal communication and employee well-being but also strengthened the Chivita|Hollandia (CHI Limited) employer brand. This attracted high-quality candidates to the organisation, reducing recruitment costs and hiring time. As a result, Chivita|Hollandia (CHI Limited) has become a more desirable workplace, helping better position the company as a leader in its industry.

Quote from Leadership

*"Partnering with Great Place To Work has been transformative for us. The insights gained through their **Trust Index™ Survey** and our commitment to implement feedback received have been critical in building a more engaged, empowered, and resilient workforce. Our company culture has emerged stronger, and we've recorded incredible improvements in talent retention."*

– Temitope Adedayo-Ojo,
Chief People Officer
Chivita|Hollandia (CHI Limited)

Statistics/Key HR Business Improvements

Since implementing these changes, Chivita|Hollandia (CHI Limited) has seen the following improvements:

- In 2022, attrition rate was 10%, which was later reduced to 6% in 2023. Currently, the attrition rate YTD 2024 is 1.8%.
- 15% boost in employee morale as reported in follow-up surveys
- Reduced employee burnout by 25% through wellness programs
- Significant improvement in employer brand recognition, leading to a 30% increase in job applications for open positions.



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Fun Will Drive High Levels of Engagement Among Gen Z Employees

With the increasing entry of Gen Z into the workforce, organisations are learning that traditional engagement strategies may not be enough to retain and motivate this dynamic generation. Gen Z employees thrive in workplaces that foster creativity, social connections, and a sense of fun. Incorporating fun activities and a playful culture can significantly increase engagement levels and improve performance.

According to the **Great Place to Work** report on millennials, fun is directly linked to higher well-being and productivity at work. For Gen Z, fun is not just a bonus—it is an expectation. They seek environments where they can express themselves, collaborate in informal settings, and experience joy in their daily tasks. Companies that intentionally create a balance between serious work and fun activities often report better engagement, higher retention rates, and improved morale.

Why Fun Matters for Gen Z Engagement

Boosts Creativity and Innovation:

Gen Z employees are known for their desire to make an impact quickly. A playful atmosphere allows them to think outside the box and approach challenges with fresh ideas.

Improves Social Connections:

Fun activities like team games, events, and informal interactions help foster deeper relationships between employees. This sense of belonging is critical to Gen Z, who value team spirit and collaboration.

Encourages Emotional Well-Being:

Fun workplaces boost mental health by reducing stress and promoting work-life balance. Gen Z, aware of mental health issues, often seek jobs with supportive and engaging cultures.

Increases Job Satisfaction:

Engaged employees are happier and more likely to stay with their organisation. Fun drives satisfaction and contributes to a vibrant company culture that resonates with Gen Z's values.

Backed by Data

82%

Research from **Great Place to Work** has shown that 82% of millennials at the best workplaces report having fun at work regularly. With Gen Z closely following in their footsteps, creating a fun, dynamic culture could similarly boost their engagement.

77%

Data from a **Deloitte** survey found that 77% of Gen Z employees reported being more productive when their workplace emphasized positive culture and enjoyable experiences.

Call to Action

To attract and retain top Gen Z talent, companies should prioritize fun in their workplace culture. This boosts engagement and fosters an innovative, loyal workforce. Earning the **Great Place to Work Certification** can help demonstrate commitment to an engaging work environment. Visit Great Place to Work for more insights.

Insights

Reskilling for the AI Era: How Workers Can Stay Relevant in a Changing Job Market

To succeed in this new world, we need to be more creative, more curious, and embrace lifelong learning – because machines can't replicate that (yet)." – Arianna Huffington

As artificial intelligence (AI) continues to reshape the global economy, the demand for new skills is becoming essential to the future of work. Roles in finance, healthcare, education, and nearly every other industry are being transformed by automation, creating a pressing need for employees to adapt. According to a report by the World Economic Forum, up to 50% of all employees will need to reskill by 2025 due to AI-driven changes in job roles and responsibilities. Staying relevant in this rapidly evolving job market requires understanding the key skills needed for the AI era, embracing lifelong learning, and leveraging AI-driven tools to facilitate upskilling.

Why Reskilling Is Critical for the AI Era

AI's ability to automate routine tasks has created a shift in demand from manual or repetitive skills to analytical, creative, and interpersonal capabilities. McKinsey's research shows that AI will displace up to 15% of current global jobs by 2030 but will also create new roles requiring specialized skills. Job functions in data analysis, machine learning,

and robotics are already experiencing growth, while roles emphasizing human-centered skills—such as critical thinking, creativity, and collaboration—are becoming increasingly valuable. For instance, sectors like finance are seeing routine accounting and reporting tasks increasingly automated. However, this has also led to a rising demand for professionals skilled in data analysis and strategic decision-making. By embracing reskilling, workers can pivot to roles that

require a combination of digital fluency and problem-solving, which are harder to automate.

Key Skills for Staying Relevant

To stay competitive in the AI-driven workplace, employees should focus on developing a blend of technical and interpersonal skills. Here are some key areas to prioritize:

1. Digital Literacy and Data Analysis

Understanding how AI functions and being able to interpret data are foundational skills. Employees can take advantage of platforms like Coursera, edX, and LinkedIn Learning, which offer courses on

data analysis, coding, and machine learning. These skills help professionals adapt to roles that rely on digital fluency and enable them to work effectively with AI tools.

2. Adaptability and Continuous Learning

As AI technology evolves, so do the skills required to work with it. Developing a mindset of adaptability and a commitment to continuous learning allows workers to stay ahead. For example, organisations like PwC and IBM offer internal reskilling programs that provide employees with training in emerging AI skills and certifications.

3. Soft Skills: Creativity, Emotional Intelligence, and Collaboration

AI may be effective at automating tasks, but it lacks human qualities like empathy, creativity, and social awareness. The Harvard Business Review identifies emotional



intelligence and collaboration as core skills for the future workforce. These skills enable employees to work well in teams, communicate effectively, and generate innovative ideas—abilities that are irreplaceable even as technology advances.

How Organisations Can Support Reskilling

While employees play a critical role in their development, organisations are equally responsible for facilitating reskilling. Companies can create value by establishing ongoing training programs that help employees transition to roles aligned with emerging needs. For example:

- Upskilling Platforms:

Some companies have invested in AI-driven platforms like Degreed and LinkedIn's Skill Insights to personalize employee learning and match training with the company's future skill needs.

- Reskilling Programs:

Many forward-thinking organisations, like Amazon, are launching programs such as Amazon's Career Choice, which provides funding for employees to take courses in in-demand fields.

Embracing AI-Enhanced Learning Tools

AI itself is playing a role in reskilling efforts. Learning management systems driven by AI algorithms can assess individual strengths and weaknesses, create tailored learning plans, and provide employees with personalized training content. For instance, AI tools like Duolingo for language learning or Skillssoft for corporate training track learner progress and recommend areas for improvement, creating efficient, focused learning experiences.

In summary, thriving in the AI era is not a threat but an opportunity for growth and innovation. By investing in reskilling and developing the critical skills that complement AI, employees can future-proof their careers and thrive in a more automated workplace. Meanwhile, organizations that prioritize reskilling will enjoy a workforce that is not only AI-literate but also more adaptable, innovative, and competitive. Embracing this change with a proactive approach to reskilling will ensure that both workers and employers remain resilient, relevant, and ready to lead in the AI-driven future.





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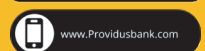
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Client Testimonials

Meet some of the businesses Great Place To Work has transformed

Odera Igwe

Human Resources and
Administration, ARM Pension

Since partnering with Great Place to Work, we experienced improvements in employee satisfaction. We deployed the Trust Index (TI) survey and achieved the Great Place to Work certification. The survey outcome also provided us with insights which helped us to identify key areas for growth and implement effective strategies for improvement. This has led to increased employee engagement and productivity.

One of the standout features of the Emprising survey platform, has been the detailed feedback reports and actionable insights. These have been instrumental in helping us understand our strengths and areas for development, allowing us to make informed decisions that have enhanced our workplace environment. Additionally, the benchmarking tools have provided valuable comparisons with industry peers, giving us a clear picture of where we stand and how we can continue to improve.

Oluseyi Fasanya,

Human Resources Director,
DHL Express

Since engaging with Great Place to Work, we have witnessed significant improvements in our employee engagement metrics and overall workplace satisfaction. Their **Trust Index® Employee Survey** has provided us with deep insights into our company culture, enabling us to make informed decisions and implement targeted improvements.

As a result of our partnership, we have seen tangible benefits including **improved employee retention, increased productivity, and a stronger employer brand**. This has not only enhanced our workplace but has also positively impacted our business performance.

Great Place to Work has become an invaluable partner in our ongoing journey to create a high-trust, high-performance culture at DHL Express Nigeria. We wholeheartedly recommend their services to any organisation committed to creating a truly great place to work.

Join the Great Workplaces Community!

Inspired by these stories? Becoming a Great Place to Work doesn't just uplift your organisation—it transforms it. Join the ranks of Nigeria's most trusted workplaces and experience the benefits of higher employee engagement, loyalty, and performance.



Insights

Building Trust in Nigerian Workplaces: Addressing 10 Common Challenges

In our workplaces, Trust between employees and management is essential for productivity, loyalty, and engagement. However, certain recurring challenges erode this Trust, making it critical for organisations to understand these issues and proactively address them. Here's a look at 10 common Trust-related challenges in Nigerian workplaces, with solutions to create a more cohesive, trusting work environment.

1. Unclear or Inconsistent Communication

Challenge: Effective communication is key to a trusting workplace. Frequent miscommunication, lack of transparency about decisions, and inconsistent updates on organisational changes can lead to confusion, disengagement, and mistrust. Employees often feel uncertain about leadership's intentions, particularly during transitions or restructuring.

Solution: To build trust, organisations should prioritize open communication at all levels. Regular town hall meetings, transparent policy updates, and encouraging questions or feedback can bridge the communication gap. Leaders should adopt an open-door policy and implement digital platforms for seamless information sharing. Transparency fosters a culture of inclusion, ensuring employees feel informed and valued.

2. Limited Career Growth and Development Opportunities

Challenge: When employees lack growth opportunities, they often perceive their organisation as unwilling to invest in their future, diminishing trust. Many companies lack structured career paths, leaving employees with unclear trajectories and limited professional development, which can result in disengagement and job-hopping.

Solution: Organisations can enhance trust by implementing clear career pathways and development programs. Offering mentorship, sponsorship opportunities, and in-house training platforms helps employees build necessary skills and see potential within the company. Investing in employees' growth through workshops, certifications, or external training builds a sense of mutual loyalty and trust.

3. High Levels of Workplace Favoritism and Bias

Challenge: Favoritism or bias in promotions and rewards undermines trust and engagement. In Nigerian workplaces, where cultural or social connections may sometimes influence decisions, employees often perceive favoritism in advancement, leading to feelings of resentment and mistrust in the fairness of organisational practices.

Solution: To counteract bias, organisations should adopt objective criteria for evaluations, promotions, and rewards. Implementing structured performance review systems based on measurable outcomes, rather than personal affiliations, reinforces fairness. Additionally, conducting regular bias-awareness training for managers can help reduce unconscious favoritism, creating an environment of meritocracy.



5. Lack of Employee Well-being Support

Challenge: Employee well-being is a growing priority, yet many organisations lack adequate programs to support their employees' mental and physical health. Without proper well-being measures, employees may feel that their organisation doesn't care about them personally, impacting trust and loyalty.

Solution: Organisations can enhance trust by investing in holistic well-being programs that support mental, physical, and emotional health. Establishing policies for work-life balance, offering mental health support, and providing health and wellness benefits show a commitment to employee welfare. Collaborating with health professionals to offer seminars and check-ups demonstrates that the organisation cares, building lasting trust.

6. Micromanagement and Lack of Autonomy

Challenge: Employees thrive on autonomy and trust to perform their roles effectively. Excessive oversight can lead employees to feel undervalued and untrusted, harming morale and engagement.

4. Inadequate Recognition and Reward Systems

Challenge: A lack of recognition for hard work and accomplishments can erode trust by making employees feel undervalued. In many Nigerian workplaces, formal recognition programs are minimal, resulting in low morale and a disengaged workforce.

Solution: Implementing a consistent and transparent recognition program can improve trust and engagement. Recognizing employees for their achievements, either through public acknowledgment, financial incentives, or opportunities for advancement, reassures them that their contributions are valued. Regular employee appreciation events and personalized recognition go a long way in fostering a trustful and motivated team.



Without Trust, we don't truly collaborate; we merely coordinate or cooperate. It is Trust that transforms a group of people into a team."

– Stephen R. Covey

Solution: Organisations can empower employees by offering flexible working arrangements and assigning tasks with clear expectations, allowing employees the autonomy to complete them. Regular training on leadership skills can help managers move away from micromanagement.

7. Unclear Expectations and Job Roles

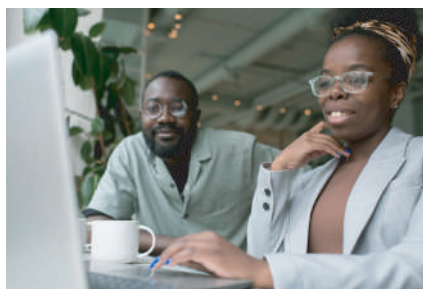
Challenge: When job roles and expectations are vague, employees may feel confused about their contributions, leading to mistrust in organisational structure and management.

Solution: Companies should provide detailed job descriptions and conduct regular check-ins to ensure alignment between employees and organisational goals. Clear KPIs and performance feedback help employees understand their impact, fostering trust in leadership.

8. Inadequate Feedback Mechanisms

Challenge: Many workplaces lack effective feedback channels, leaving employees feeling unheard and disconnected. The absence of regular feedback can stifle growth and lower trust.

Solution: Establish regular performance reviews and open feedback mechanisms that encourage employees to voice concerns. A culture of continuous feedback, rather than just annual reviews, helps employees feel valued and included.



9. Workplace Harassment and Lack of Safety Policies

Challenge: Harassment or workplace bullying can create a toxic environment, eroding trust and causing high turnover rates. Employees need to trust their workplace to provide a safe and supportive environment.

Solution: Enforce zero-tolerance policies against harassment and ensure an anonymous reporting system for such issues. Providing regular training on respectful workplace behavior and legal responsibilities can reinforce a culture of safety and respect.

10. Lack of Diversity and Inclusion

Challenge: Without diverse perspectives, workplaces may lack innovation and feel unwelcoming to minority groups, leading to lower trust among diverse employees. Employees in underrepresented groups often feel overlooked or undervalued.

Solution: Organisations can foster diversity and inclusion by creating policies that support diverse hiring practices, promote inclusive leadership, and celebrate cultural diversity. Employee resource groups and DEI (Diversity, Equity, and Inclusion) training programs also help build trust across different demographics.

By addressing these common challenges, Nigerian workplaces can significantly enhance Trust and improve workplace culture. As trust strengthens, so does employee satisfaction, loyalty, and overall organisational success. Organisations committed to improving these areas are leading the way in creating great workplaces for all.



Trust is the highest form of human motivation. It brings out the very best in people."

– Stephen R. Covey

Building a Legacy of Great Workplaces

Imagine Your Organisation Becoming One of the Great Workplaces in Nigeria?

As we reflect on the exceptional achievements celebrated today, imagine the possibilities for your organisation in the journey toward becoming one of Nigeria's most sought-after workplaces. Creating a culture that values trust, respect, and employee engagement doesn't only boost morale—it drives measurable financial benefits, from higher productivity and lower turnover to enhanced innovation and customer loyalty. Organisations with strong workplace cultures often outperform their peers, reaping returns that resonate through increased profitability and market share.

Earning the **Great Place to Work Certification™** is more than a badge; it's a commitment to excellence that distinguishes your organisation as a leader in workplace culture. Certification brings with it a wealth of benefits that extend beyond the walls of your organisation. Every certified workplace contributes to a more dynamic, resilient Nigerian economy, laying the foundation for sustained growth and economic prosperity for all.

Join us on the path to creating great workplaces across Nigeria. With Great Place to Work, you're not only investing in your employees—you're securing a future of innovation, trust, and unparalleled success. Let's build workplaces that empower people, transform industries, and drive Nigeria forward.

Take the next step in your journey. Join the community of certified workplaces committed to excellence in workplace culture and witness the transformative impact on your business.

Reach out today to learn more about Great Place To Work Certification™ and begin your path to becoming a great workplace. SCAN HERE



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