



Greatness Through Our People

Nigeria's Best Workplaces Awards 2025

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Nigeria's Best Workplaces Awards 2025

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Distinguished guests, esteemed leaders, partners, colleagues, and friends, good evening.

It gives me immense pleasure to welcome you all to this year's Great Place To Work Nigeria Best Workplaces Awards Ceremony, a night dedicated to celebrating excellence, resilience, and above all, people, the true architects of greatness.

Each year, these Awards give us an opportunity to reflect on a powerful truth: that greatness is never achieved in isolation. It is not found merely in policies, products, or profits. It is built patiently, purposefully, and passionately through people.

This year's theme, **"Greatness Through Our People,"** captures that truth with profound simplicity. It reminds us that behind every thriving organisation are men and women whose creativity, dedication, and spirit form the bedrock of success.

Over the past year, the Nigerian workforce has endured some of the most trying economic conditions in recent memory. The rising cost of living, currency fluctuations, and the weight of uncertainty have tested the resilience of both organisations and individuals. Yet, despite these challenges, employees across the country have continued to show up, innovate, and contribute with an unyielding sense of purpose.

That, ladies and gentlemen, is greatness. Not the absence of struggle, but the determination to rise above it.

Continue from next page

At Great Place To Work, we have had the privilege of walking alongside organisations across industries from finance to technology, manufacturing to energy, and one insight has remained consistent: the greatest differentiator in business success is not strategy, but culture. Not what an organisation does, but how it does it; how it treats its people.

When trust becomes the foundation, and leadership is guided by empathy, fairness, and transparency, something extraordinary happens: people give their best. They innovate. They collaborate. They care. And when people care deeply about the work they do and the organisation they serve, greatness follows naturally.

Let us also remember:
Greatness Through Our People
must mean greatness through
all our people.

This is where Diversity, Equity, Inclusion, and Belonging comes in. True greatness cannot exist in environments where voices are silenced or potential is overlooked. It is only when every individual, regardless of gender, background, or belief, feels welcomed, valued, and empowered that an organisation truly thrives.

On a night like this, as we honour Nigeria's Best Workplaces, let us celebrate not only your success but your example. You have demonstrated that leadership is not about position; it is about people. You have shown that trust is not built in a day, but through daily decisions that place humanity at the heart of business.

To our winners – congratulations. You are proof that even in difficult times, it is possible to lead differently, to care deeply, and to build cultures that endure. You remind us that the measure of greatness is not in how much we achieve, but in how many lives we uplift along the way.

To our partners and customers, thank you for trusting us to be part of your journey.

To our Country Manager and the incredible Great Place To Work Nigeria team, thank you for your dedication, professionalism, and unwavering belief in the mission to make workplaces across our nation better for all.

To my colleagues on the Board, your guidance and support continue to strengthen our shared vision of building a Community of Great Workplaces across Nigeria.

As we look to the future, may we continue to build workplaces that inspire trust, reward excellence, and embrace the power of inclusion. May we continue to invest not only in technology and systems but in the one resource that matters most – our people, because in the end, when all else fades, it is people, their passion, their ideas, and their courage that sustain every dream worth building.

As we celebrate tonight, let us recommit to this truth: greatness will always come through our people.

Thank you, and congratulations to all our Best Workplaces.



Greatness through Our People

Olukunle Malomo

Group Chief Executive Officer
Great Place To Work® Nigeria

Dear Distinguished Guests, Partners, and Honourees,

It is with immense pride and heartfelt joy that we welcome you to the Great Place to Work® Awards Nigeria 2025! Tonight, we gather not only to celebrate outstanding organizations but to honor the very heartbeat of their success – their people. Our theme, “Greatness Through Our People,” captures the essence of what truly defines exceptional workplaces: the power of trust, collaboration, and a shared purpose that fuels innovation and enduring impact.

Across every sector and region of our nation, we see the same truth affirmed, greatness is never achieved alone. It is built day by day through the commitment of people who bring passion to their work, creativity to their challenges, and integrity to their actions. They are the architects of thriving cultures and the driving force behind organizations that are not only productive but deeply human.

At Great Place to Work®, our mission has always been clear: to help every organization build a culture where people and performance grow hand in hand. In Nigeria, this movement has grown stronger each year as more companies embrace trust-based leadership, employee empowerment, and inclusive workplaces. Today’s honorees have shown that when employees feel valued, respected, and inspired, they give their best and the results speak for themselves in loyalty, innovation, and business excellence.

Tonight is more than an awards ceremony. It is a celebration of values, leadership, and collective vision. It is a reminder that building a great workplace is not a one-time achievement, but an ongoing journey of learning, listening, and leading with empathy.

As we applaud our award-winning organizations and celebrate their people, may this evening inspire us all to return to our workplaces renewed in purpose and committed to nurturing environments where everyone can thrive. Because when we invest in our people, we invest in our nation’s future.

On behalf of Great Place to Work® Nigeria, we thank you for being part of this transformative movement. Congratulations to all our honorees for proving that greatness is truly achieved through our people.



Greatness through Our People

Otamere Elegon

Country Manager

Great Place To Work® Nigeria

In a world of constant change and uncertainty, one truth remains unshakable: greatness is not built solely by structures, strategies, or systems; it is built by people. At Great Place To Work Nigeria, we have seen this truth play out time and again across organisations that choose to put their people first. Such organisations have discovered that when employees thrive, businesses soar.

The theme of this year's Best Workplaces Awards, **"Greatness Through Our People,"** is a celebration of this enduring truth. It reminds us that in the face of economic headwinds, shifting markets, and evolving workforce expectations, the true measure of resilience lies in how we support, empower, and trust our people to keep moving forward.

Over the last twelve months, Nigerian employees have faced

enormous pressures, from rising living costs and currency instability to workplace uncertainties and mental strain. Yet, amid these challenges, we have witnessed an extraordinary spirit of courage and innovation. People have continued to show up, contribute, and create value despite the odds. This indomitable spirit is what makes the Nigerian workforce truly remarkable.

Central to achieving greatness through our people is the commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)**.

True greatness happens when every employee, regardless of gender, background, belief, or identity, feels welcomed, respected, and empowered to contribute their best daily. When organisations create space for every voice, they not only unlock innovation but also nurture a culture where trust and belonging thrive.

As we celebrate this year's Best Workplaces, we are not just applauding business success, we are celebrating leadership that puts humanity at the centre of performance. These organisations have shown that greatness is not accidental; it is intentional, the result of cultivating trust, inclusion, and purpose every single day.

At Great Place To Work, we are proud to walk this journey of greatness with every organisation that believes, like we do, that **people are not just the heart of the business – they are the business.**



Greatness through Our People

Dolapo Agbede Ms.

Independent Consultant & Advisory

DEI Expert | Transitions Coach | Tech Enthusiast

Dolapo Agbede is a DEI Expert, a Transitions Coach, 360 Safety, a Tech and Neuroscience Enthusiast with over 20 years experience in ICT, Payment Solutions, Telecommunications, Talent management, and sustainable business administration.

As the Founder and managing consultant at Will Way Paradigm Services Limited, Dolapo co creates/implements bespoke data-centric sustainable solutions for Gender, Multi-generational Workforces, safety & Disability Inclusion. From SMEs to conglomerates, Dolapo offers DEI Advisory, Products, and Services across her client's people, processes, programs, and platforms through a people-centered lens.

Dolapo is an Electrical/Electronic graduate from Abubakar Tafawa Balewa University, holds a Master's in International Law and Diplomacy from the University of Lagos, is certified in Strategic Management and Corporate Leadership from the Ghana Institute of Management and Public Administration (GIMPA),

Certified in Project Leadership from Cornell University and Master in International Human Resource Management from Rome Business School. At Hybrid Group in 2022 and 2023 respectively, Dolapo completed her training and certification in NEBOSH IGC and IOSH Managing Sustainably.

Dolapo is a WISCAR WIN 3 Alumnus, she is a Yoga Trainer, a Mental Health First Aider, an Emotional Intelligence Specialist, Creative Intelligence Specialist, licensed HR practitioner, and a Cognitive Behavioral Therapist.

Dolapo is a Disability Inclusion Advisor at the Joint National Association of Persons with Disabilities (JONAPWD), the umbrella body of all disability groups in Nigeria, where she leads multi-sector engagements on mainstreaming safe productivity opportunities for talents with disabilities. She sits on several boards and coaches via her "Thriving in Transitions" program.

Her outstanding contributions to equity and inclusion have earned her numerous awards and recognitions. Among them are:

2024 Award for Resilience at the HR Oscars of the Chartered Institute of Personnel Management of Nigeria CIPM Annual General Conference
Grace Alele-Williams Award at the 2024 Women in Successful Careers (WISCAR)

Most Impactful Member Award from the CIPM Lagos State branch for her valuable contributions to the advancement of the CIPM Ikoyi chapter

Outstanding Member Award from the CIPM Lagos State branch for her impactful contributions and commitment to inclusive growth and development.

Dolapo is a celebrated member of professional bodies including Institute of Safety Professionals of Nigeria (ISPON), Institute of Management Consultants (IMC), Chartered Institute of Personnel Management (CIPM) to name a few.

Dolapo is a safety and Digital Inclusion champion of all humanity living with dignity.

The global authority on workplace culture

About Great Place To Work, Certification™ and Best Workplaces™ Lists

For over 30 years, Great Place To Work's Certification, Best Workplaces Lists, and global benchmarks have become the industry standard, built on data, updated annually, from more than 20 million employees in 180+ countries around the world.

We are the global authority on workplace culture, providing leaders and organisations with the recognition and tools needed to foster a thriving workforce and robust employee engagement that ultimately leads to a healthier bottom line.

Our employee sentiment data is captured directly and confidentially from employees, empowering employers to use their workplace culture insights to achieve tangible business gains and a clear return on investment through enhancing their employee experience.



Certification is based on the results of our confidential Trust Index™ employee survey. Organisations that meet the required Trust Index score are Certified™ 'great' for 12 months.



Best Workplace recognition is awarded to organisations in three size categories ranging from Small to Large. Our national, regional, and global lists are published annually in over 100 countries.

01

Certification & Lists

Our recognition is the most coveted and respected in the world for elevating employer brands to attract and retain the right people.

03

Bespoke Consulting

We provide culture and change consulting to guide organisations in building exceptional, high-trust workplace cultures.

02

Insightful Data:

We help organisations build strong cultures and retain talent through research, surveys, and employee insights.

04

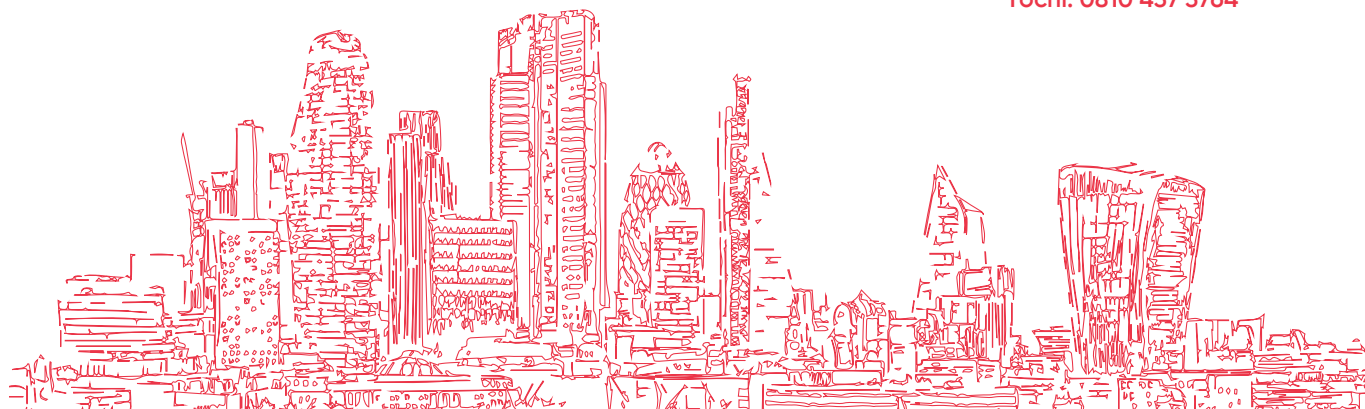
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Best Workplaces in Financial Services, 2025



A distinguished list of 15 organisations setting the standard for trust, collaboration, and employee satisfaction in Nigeria's financial sector.

1 	2 	3 	4
5 	6 	7 	8
9 	10 	11 	12
13 	14 	15 	

Unlike many recognition programs that rely solely on management-submitted data, this list is based exclusively on the feedback of employees through our Trust Index™ Survey. The survey captures employees' authentic experiences, measuring credibility, respect, fairness, pride, and camaraderie within their workplace. Only those companies with the highest scores – reflecting a genuine culture of trust – earned a place on this prestigious list.

These organisations in the financial services industry (fintech, insurance, pension, microfinance, etc), all share one thing in common: a deep commitment to creating workplaces where employees thrive.

Why this recognition matters

In today's competitive market, a strong employer brand is a critical advantage. Earning a spot on this list positions these organisations as magnets for top talent, trusted partners for clients, and innovators shaping the future of financial services. The recognition signals to stakeholders that these companies don't just talk about values – they live them daily.

Looking ahead

Great Place To Work will continue to shine a spotlight on organisations across sectors that are building cultures of trust and performance. For leaders in financial services, this year's list serves as inspiration – proving that when you put people first, success follows naturally.

Congratulations to all 15 winners for leading the way and proving that great workplaces truly do exist in Nigeria's financial services industry.

Best Workplaces in Banking, 2025

1	2	3	4	5
				



The Best Workplaces in Banking 2025 list has just been released, and the organisations featured on this list are not only redefining employee experience in the Nigerian banking sector but also setting the pace for how workplaces can become true engines of growth and profitability.

At Great Place To Work®, our employee-driven data shows what truly makes a workplace excel. For the banks on this year’s list, the results are powerful:

Credible Leadership Builds Trust.

Near-unanimous employee ratings (98-99%) confirm that management at these banks is seen as competent, honest, and ethical. This credibility closes the common "say-do" gap, fostering a trust that speeds up decisions and drives efficiency.

Proud Employees Become Brand Ambassadors.

An overwhelming majority (95-97%) of employees proudly endorse their organisations. This pride transforms them into authentic advocates, strengthening the brand's reputation and attracting both customers and talent.

A Signal for Top Talent.

For job seekers, the Great Place To Work® Certification badge is a clear signal. It means the employees themselves have validated the organisations as a community built on trust, pride, and purpose.

Culture Drives Profitability.

A great culture is a business advantage. In the banking sector, where trust is paramount, having a committed and proud workforce directly leads to better customer service and stronger profitability.

In short: These banks prove that putting people first isn't just good for employees—it's good for business.

Great Place To Work Certification

The most trusted workplace award

Anyone can claim they have a great workplace culture. Only Great Place To Work® Certification™ gives you independent, concrete proof that your employee experience is a cut above the rest.



Your **Organisation** can be next!

ng_info@greatplacetowork.com

Celebrating Our Legends: Honouring Five Years of Greatness



At Great Place To Work®, we believe that building a great workplace is not a one-time achievement – it's a continuous commitment to trust, people and growth.

Today, we are proud to celebrate our **Legend Award honourees** – organisations that have earned **Great Place To Work Certification™ for five consecutive years**. This remarkable milestone represents more than consistency; it reflects **a deep-rooted culture of excellence and a steadfast dedication to creating workplaces where every employee thrives**.

Becoming certified once is a powerful statement. Maintaining it for five years straight is proof of **authentic leadership, resilient culture, and an enduring belief that people are an organisation's greatest advantage**.

These Legend organisations have demonstrated that **culture is not just a HR initiative – it's a business strategy**. According to our global research, companies that sustain high-trust cultures over time experience:

Up to 50% lower employee turnover, 3x higher levels of innovation, and stronger financial performance than their peers.

Their journey stands as a beacon for others – a reminder that great workplaces don't happen by chance; they are built deliberately, year after year.

To every organisation aspiring to join this elite group, the message is clear: **invest in your people, measure what matters, and stay consistent**. The results speak for themselves – engaged employees, stronger brands, and long-term business growth.

Congratulations once again to our Legend Award recipients. You have not only built great workplaces – you've built legacies.

Previous Legend Award winners



Best Practice Award Winners, 2025

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 <i>These organisations have displayed excellence in creating and promoting a High-Trust culture for her employees and the sustenance of amiable work environment.</i>			
Best in Promoting People Leadership Practices <i>These organisations have displayed excellence in nurturing individuals' talents to foster personal growth and development that improves the organisation as a whole.</i>			
Best in Delivering Impactful Organisational Values <i>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.</i>			
Best in Promoting Employee Wellbeing Practices <i>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.</i>			
Best in Promoting Culture of Innovation By All <i>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.</i>			

***Learn more about each of these awards here:**

greatplacetowork.com.ng >> Best Workplaces Lists >> Best Practice Awards

Best Practice Award, 2025

	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, Equity, Inclusion and Belonging <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 Gen Z <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		As a family-owned company dedicated to creating innovative, high-quality products for homes around the world, we are responsible for some of the most well-known brands like Windex, Raid, Ziploc, Pledge, Glade, Scrubbing Bubbles, and OFF!.	Industry: Manufacturing Website: scjohnson.com
02		Cybervergent gives you instant visibility, automated governance, and continuous assurance across cloud-native and hybrid setups. Move fast, stay compliant, and build security.	Industry: IT Consulting Website: cybervergent.com
03		Combines expert broking knowledge and capabilities for risk assessment, analysis, structuring and overall servicing that has resulted in increased insurance portfolios.	Industry: Financial Services Website: fbninsurancebrokers.com
04		MEBS Global provides a variety of in-country support and local assistance as well as cargo transportation and logistics management services.	Industry: Health Care Website: mebs-global.com
05		Committed to providing cost-effective housing solutions that cater to individuals and families across various income levels without compromising on quality.	Industry: Real Estate Website: gidirealestateinvestment.com
06		ILF Engineers Nigeria Limited has earned itself a reputation for excellence as one of the leading consulting and engineering firms in Nigeria.	Industry: Engineering Website: ilf.com/en-ng/
07		Our mission, to power investment in infrastructure and industries by delivering expertise and principal via capital raising, corporate finance, project finance, mergers & acquisitions.	Industry: Financial Services Website: argentilcp.com
08		Our mission at Rise is to connect our users to the best wealth creating opportunities in the world. Our goal is to help them create wealth and achieve their financial goals.	Industry: Financial Services Website: risevest.com
09		We are a financial holding company and one of the largest financial services organisations in Africa. It is a diversified and leading financial	Industry: Financial Services Website: first-holdco.com
10		A selection of quality Watches and Jewelry from the world's most prestigious brands including Rolex, Cartier, Chopard, Piaget, Breguet, Montblanc amongst others.	Industry: Luxury Fashion Website: pololuxury.com
11		We offer technology- based services tailored to solve cybersecurity challenges, ensuring organizations are continuously protected and secure through simplified approaches.	Industry: IT Consulting Website: esentry.io
12		We are a real estate investment company in Nigeria with development projects across the real estate spectrum. Property Investing in Lagos.	Industry: Real Estate Website: landwey.ng

Learn more about what makes them great

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Medium Category 100 - 499 employees

01		We are focused on providing expert, trusted and progressive financial services to create long-term sustainable wealth and success for businesses. Industry: Financial Services Website: fsdhmerchantbank.com
02		Axxela deliver innovative energy solutions to empower West Africa. We are the best Socio-economic development Industrialisation in Nigeria. Industry: Energy Website: axxelagroup.com
03		We makes reliable, affordable solar energy accessible to low-income families worldwide. With flexible financing options like our PayGo technology, we're making life brighter for millions. Industry: Energy Website: dlight.com
04		CWG is a Pan-African systems integrator delivering essential IT services, including infrastructure, cloud, and software solutions. Industry: Technology Website: cwg-plc.com
05		Simplifying everyday life through technology, most notably with our product, Cardtonic—a leading African platform for virtual dollar cards, gift card trading, and bill payments. Industry: Financial Services Website: thetonictech.com
06		We connect you with the best remote talent in Africa. Whether you need skilled, experienced, or reliable talent, we have the perfect match for you. Industry: Human Resources Website: alltalentz.com
07		On a mission to be Africa's top choice for consumer financial services; from starting a new business, to paying your bills, to getting a new car or accessing an emergency fund. Industry: Financial Services Website: princepsfinance.com
08		We are a global industrial technology leader, applying world-class expertise in electrification, automation, and digitalization to create smarter, more resilient industries and infrastructure. Industry: Energy Website: se.com/ng/en/

Learn more about what makes them great

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Large Category 500+ employees

61		A leading 21st century financial institution that provides innovative solutions, which impact customers and their communities to make a positive difference in the world. Industry: Financial Services Website: premiumtrustbank.com
62	 PROVIDUSBANK	An innovative financial institution that provides personal, private, corporate, commercial and digital banking products and solutions. Industry: Financial Services Website: providusbank.com
63		Marriott International is the world's largest hospitality company, operating a vast portfolio of over 30 leading hotel brands dedicated to providing exceptional experiences for global travelers. Industry: Hospitality Website: marriott.com
64		First Bank of Nigeria is the country's oldest and leading bank, providing a wide range of financial services with a long-standing reputation for stability. Industry: Financial Services Website: firstbanknigeria.com
65		Hilton is a leading global hospitality company with a portfolio of world-class brands dedicated to being the most hospitable company in the world. Industry: Hospitality Website: hilton.com

Learn more about what makes them great

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Countries



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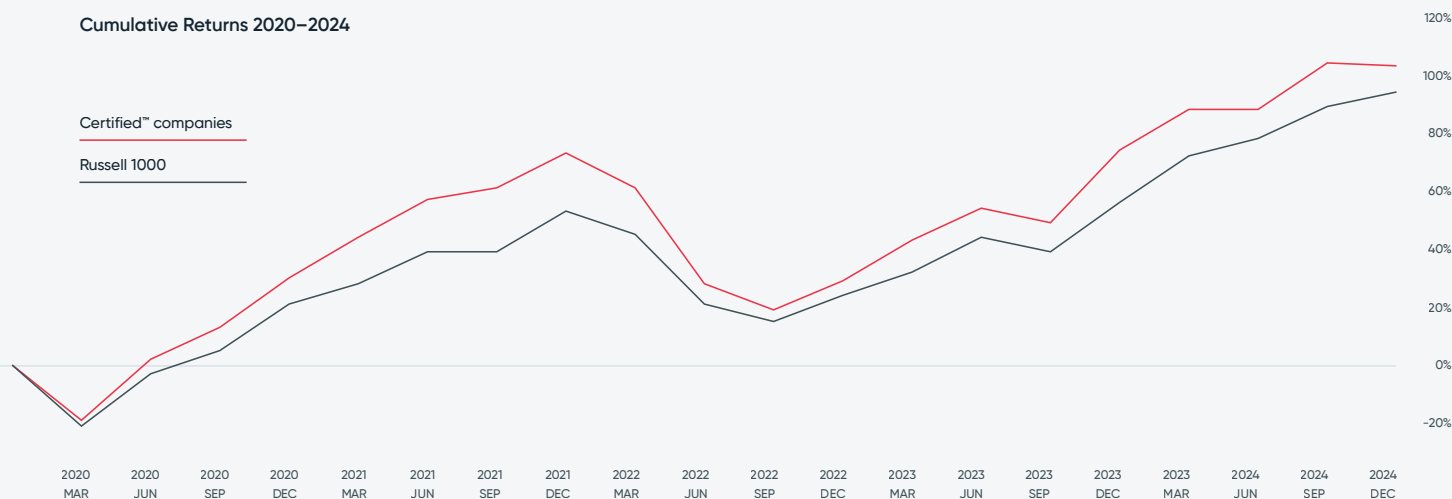
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Financial Performance

Great Place To Work® Certified™ companies outperform the market by **11%**

Cumulative Returns 2020–2024

Certified™ companies
Russell 1000



Source: FTSE Russell

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Why the future of Great Workplaces in Africa depends on Mental Health

The future of work in Africa is being shaped not just by innovation and technology – but by how organizations care for their people. Psychological safety has become the new gold standard for great companies, defining cultures where employees feel valued, heard, and supported beyond performance metrics.

At Africa's Mental Health Matters (AMHM's) we believe mental well-being is the foundation of every thriving workplace. Our research and programs show that when leaders model vulnerability and empathy – particularly male executives who often face silent burnout – teams become more engaged, creative, and loyal. In many ways, men's mental health serves as a litmus test for company culture, revealing whether organizations truly embody trust and inclusion.

AMHM's provides evidence-based, African-contextualized wellness solutions that help organizations strengthen employee resilience, foster psychological safety, and embed mental health into leadership development.

From executive coaching to tailored workplace wellness workshops, we help great workplaces become even greater – by putting people first.

We're also excited to announce the upcoming launch of our Accelerator Program for Community Based Organizations, designed to build capacity, enhance access to finance, and empower initiatives across Africa that prioritize mental health and wellness.

 AFRICASHEALTHMATTERS.ORG
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Gen Z Isn't Lazy – You're Just a Bad Boss

Ivy Elebesunu | Esther Nkama | Samson Odelade

Tunde shows up early, full of ideas, but each time he suggests something new, he's told, *"We've always done it this way."* Months later, his spark fades, and his manager calls him "lazy."

Sound familiar? It's not a Gen Z problem, it's a leadership problem.

Across Nigerian workplaces, young professionals are being mislabeled as lazy when, in truth, they're reacting to outdated leadership styles. Gen Z isn't afraid of work; they're redefining what meaningful work looks like; transparent, flexible, and purpose-driven.

The Myth of the Lazy Generation

Gen Z has been called entitled and disengaged, but data and lived experiences say otherwise. They're ambitious, creative, and deeply motivated by purpose. What they reject isn't hard work, it's toxic environments, micromanagement, and empty hierarchies.

Many are building startups, leading communities, and reshaping industries. Their so-called "quitting culture" is actually a refusal to settle for workplaces that don't align with their values.

The Real Problem: Leadership That Hasn't Evolved

Today's leaders face a choice: cling to control or embrace collaboration. Gen Zs don't resist authority, they resist being controlled. They want mentorship, not micromanagement. They want trust, not surveillance.



Outdated leadership breeds disengagement:

Command vs. Collaboration: "Do as I say" no longer works. Gen Z thrives where their ideas count.

Micromanagement kills initiative: They perform best when trusted to figure things out.

Mentorship over management: They respect leaders who guide, not police.

Three Leadership Shifts for the Gen Z Era

1. Build Trust Through Transparency

For Gen Z, transparency isn't optional – it's respect. Share goals, challenges, and decisions openly. Great Place To Work® research shows that high-trust organisations

deliver **4x stronger stock returns** and half the employee turnover of typical workplaces. Transparency builds ownership and kills gossip.

2. Create Learning-Driven Cultures

Gen Z joins companies to grow, not coast. Embed mentorship, upskilling, and feedback into daily work.

Continue on page 22

ACCEPTED WORLDWIDE



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Gen Z Isn't Lazy – You're Just a Bad Boss

Continued from page 20

Great Place To Work® data shows employees in high-trust environments are far more likely to innovate and take initiative. Growth builds engagement; stagnation breeds exits.

3. Foster Belonging

Inclusion isn't a checkbox – it's how Gen Z defines culture. Great Place To Work's Trust model links Credibility, Respect, and Fairness directly to belonging. In top workplaces, 92% of employees say they feel trusted to act independently, versus 70% in average ones. Belonging happens when leaders listen, invite, and model vulnerability.

The Bigger Picture

Gen Z isn't the problem, they're the reminder of what great workplaces have always been built on: **credibility, respect, fairness, pride, and camaraderie**. Yet Great Place To Work data reveals a generational gap:

Only 64% of Gen Z employees plan to stay long-term.

66% report healthy work-life balance.

67% believe GPTW-certified companies truly support well-being.

These numbers signal both challenge and opportunity. When leaders evolve, they don't just retain Gen Z, they build cultures where everyone thrives.

The Bottom Line

Gen Z isn't rewriting the rules of work; they're reminding us what matters most – trust, purpose, and people.

If your Gen Z team looks "lazy," maybe it's time to look at your leadership.

Perception of Work_life Balance by Age groups



GenZ Perception of Psychological and Emotional Workplace Health: Certified vs. Non-Certified Organizations



Source: Great Place To Work Trust Index™ Data



Great Place To Work®

Study Mission1.0

The Great Place To Work® Study Mission is a unique program designed to inspire, educate, and connect workplace leaders through immersive, on-site learning experiences. It is more than a workplace visit. *It is:*

A knowledge-sharing platform where organisations open their doors to showcase their culture.

A networking opportunity where leaders connect across industries. A practical learning experience where participants leave with implementable ideas.

For hosts organisations, the Study Mission provided visibility, employer branding opportunities, and a chance to celebrate their people practices.

For visiting organisations, it offers benchmarking, fresh inspiration, and a roadmap to strengthen their culture.

All participants experienced firsthand the culture practices of a certified great workplace, exchanged ideas with colleagues, and left with practical lessons to implement in their own organisations.

This report captures the highlights, lessons, and participant reflections – serving not only as a recap, but also as a resource for organisations striving to build great workplaces.

Great workplaces don't happen by accident – they are built through intentional leadership, consistent practices, and a culture of trust.

The Great Place To Work® Study Mission is one of the many ways we empower organisations to transform their workplaces. ***From certification to awards, from insightful research to peer learning programs, Great Place To Work helps organisations unlock the full potential of their people.***

Special thanks to our first set of Study Mission hosts, including

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Insights

Building Emotionally Intelligent Workplaces in the Age of AI

Adewale Adeyemi

Some years back, I worked with a talented UI/UX designer at a startup whose designs were clean, crisp, and visually appealing.

The problem?

He wasn't great at handling feedback, managing conflicts, communicating effectively, and collaborating with others. Long story short, he only lasted three months in the company after a series of unsuccessful attempts to help him adjust.

This is a common pattern across many Nigerian workplaces. We place so much emphasis on learning digital and technical skills that we often overlook the soft skills, which are just as crucial.

So it's no surprise to see brilliant employees struggling to hold down jobs and build healthy relationships due to a lack of emotional intelligence.

Why Emotional Intelligence Matters Now More Than Ever

Emotional intelligence is the ability to understand and manage emotions, and it's quietly becoming one of the most important skills in today's workplace.

Daniel Goleman, author of the book "Emotional Intelligence," explained that while your technical skills might get you through the door, it's emotional intelligence that determines how far you'll go.

And that couldn't be truer in the age of Artificial Intelligence (AI).

While AI can automate repetitive tasks, analyse data, detect trends, and write entire reports with great speed and accuracy, it lacks what makes us human – emotion.

AI can't remind you to pause, breathe, and respond calmly to an issue or sense when your colleague is overwhelmed. Neither can it notice when your team is in dire need of motivation. These are human traits, and they have become more valuable as technology takes over the technical side of work.

As Goleman puts it, emotional intelligence isn't about being "nice." It's about being aware of yourself, sensitive to others, and intentional about how you respond, especially when things get tough.

The Benefits of Building Emotionally Intelligent Workplaces

Here's what happens when emotional intelligence becomes part of your workplace culture.

1. Better Collaboration

When employees feel heard, respected, and valued, they're more open, creative, and willing to work together.

Instead of competing or avoiding one another, they start solving problems as a team. This kind of trust ensures collaboration feels natural, not forced in a workplace.



2. Higher Employee Engagement

Employees who feel valued are more likely to go above and beyond because they believe their contributions matter. In short, data from our survey shows 87% of employees in Certified organisations say they are willing to give extra to get the job done compared to only 66% in non-certified workplaces. In other words, it goes beyond pay; it's about purpose and belonging.

3. Swift Conflict Resolution

Misunderstandings happen everywhere, even among families, but emotionally intelligent teams handle them differently.

Instead of gossip, silent treatment, or public arguments, leaders listen without judgment, and colleagues apologise and move forward. That emotional maturity ensures your team is more focused and productive.

4. Improved Retention and Loyalty

When leaders show empathy, give honest feedback, and create psychologically safe spaces,

employees naturally stay longer. At high-trust workplaces, employee turnover rates drop dramatically because people don't just love their jobs; they love the culture.

5. Stronger Innovation

Employees in emotionally intelligent environments perform better, adapt faster to change, and innovate more freely. Why? Because they're not afraid to share new ideas or make mistakes, and they know their leaders will support, not shame, them. Our survey affirms this: 87% of employees at certified organizations say they are able to innovate, compared to 57% at non-certified organisations.

6. Attract the Best Talent

In today's workplace, employees, especially Gen Z, want more than a fat paycheck. They want organisations that offer trust, belonging, work-life balance, growth, and inclusion. 76% of employees in Certified organisations say their workplace is psychologically and emotionally healthy, compared to just 42% in

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non-certified ones. And when emotional intelligence is part of your culture, word spreads fast, and top talent will want to be part of it.

Building an Emotionally Intelligent Workplace

For your organisation to thrive in this new era, you must move beyond seeing emotional intelligence as a "nice-to-have" and integrate it into your core operational strategy. Here's how to implement it.

1. Rethink Your Hiring Process

Too often, we hire only for brains and forget about behaviour. When recruiting, look beyond CVs and

pay attention to how potential employees communicate, handle feedback, or talk about past challenges.

Ask questions that reveal character:

"How do you handle pressure?"

"Tell me about a time you disagreed with a teammate – how did you resolve it?"

And when people join, onboarding shouldn't stop at policies and software tutorials. Create space for conversations about empathy, feedback, and respect at work. That's how you set the tone from day one.

2. Let Leaders Lead With Heart

Great culture starts at the top. If you're cold, distant, or defensive, it trickles down. But if you're open,

empathetic, and self-aware, that energy spreads too. Remember, people don't leave jobs; they leave managers.

3. Prioritize Learning Soft Skills

We talk a lot about upgrading our digital skills, but investing in soft skill workshops is now a critical competitive advantage. Organise regular training on topics like non-violent communication, stress management, diversity and inclusion (D&I), empathy, and conflict resolution techniques for team members.

Looking Ahead: Humanity Wins

Future success hinges on workplaces that blend technology with human-centric values like trust and empathy.

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Case Study

ILF Consulting Engineers



About ILF Consulting Engineers

The ILF Group is an international engineering and consulting firm that helps its clients successfully execute technically demanding industrial and infrastructure projects. With 2,500 highly qualified employees at more than 45 office locations across five continents, the companies of the ILF Group have a strong regional presence.

The combination of local presence and international expertise ensures that client needs are met in the best possible way. The

company is privately owned by the founding families and is therefore completely independent. It has no affiliation with manufacturers, suppliers, or financial institutions.

The Challenge

Over the years, ILF Consulting Engineers has built its reputation on delivering exceptional engineering solutions and world-class client service. But over time, leadership realised true excellence goes beyond technical performance; it's deeply rooted in a culture built on trust, fairness, and respect.

The company may have consistently achieved outstanding project results, but the ability to attract top talent, retain skilled professionals, and sustain high performance depended heavily on internal employee experience. And that's why they decided to strengthen the company's workplace culture, ensuring people felt valued, engaged, and aligned with the company's mission.

The Solution

ILF's goal was to build a workplace that combined professional

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Our Brands



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excellence with psychological safety, trust, and belonging. To achieve this, the engineering firm partnered with Great Place To Work® Nigeria to evaluate and help strengthen its workplace culture through the Trust Index™ Survey.

This partnership provided data-driven insights into employee perception and organisational culture, allowing ILF to identify key areas of strength and opportunity.

The Outcome

ILF Consulting Engineers Nigeria had always been clear about its vision – to deliver world-class engineering solutions that drive sustainable development. But what truly set the company apart was how it brought its people along on that journey.

By partnering with Great Place To Work®, ILF didn't just measure employee sentiment; it listened deeply. Beyond the Trust Index™ survey results, the company created open channels for honest feedback, ensuring that employees were heard, understood, and included in shaping the workplace experience.

Leadership at ILF took transparency seriously. After sharing the survey findings, they didn't just highlight the wins; they also addressed the areas that couldn't be acted on immediately. This level of openness built trust, inclusion, equity, and a stronger sense of belonging across all levels of the organisation.

The impact has been remarkable:

93% of employees at ILF

Consulting Engineers say it is a great place to work compared to 57% of employees at a typical company.

99% believe the management has a clear view of where the organisation is going.

90% of women say people here are treated fairly regardless of their gender.

90% of women say I feel I make a difference here.

100% of women say I am proud to tell others I work here

99% agree that the workplace is both physically and psychologically safe.

These results represent a culture where people feel valued, seen, and connected to a shared purpose.

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