



Summarised

NIGERIA DEI REPORT

An assessment of the state of diversity, equity, and inclusion amongst
the leading companies in Nigeria

ABOUT THE DEI REPORT

The state of DEI in Nigeria



A TEAM OF EXPERTS

Hofstede Insights analysts studied the state of Diversity, Equity, and Inclusion (DEI) among the leading companies in Nigeria.



FOUR KEY PARAMETERS

In our study, we focused on four key DEI parameters: Gender Diversity, Age Diversity, Ethnic Diversity and Education Backgrounds.



148 ORGANISATIONS

We analysed 148 leading organisations in Nigeria under these parameters on two levels: Management Teams and Boards of Directors.



THERE ARE SIGNIFICANT OPPORTUNITIES FOR DEI IMPROVEMENT

With an average score of 45 points (out of the maximum 100), Nigeria's leading companies indeed have a significantly large room (with many opportunities) for improving DEI.

On average, these companies scored less than a passing grade – around 10 points out of the maximum of 25 – on all DEI parameters except Educational Background.



Average score on four key DEI parameters, for all
148 organisations

DIVERSITY

Nearly two-thirds of Nigeria's leading companies do not show acceptable DEI levels

Only 35% of Nigeria's leading Companies have at least a tolerable level of diversity, equity and inclusion. 65% of the companies analysed, did not score up to 50 points, overall.

Only 4 companies scored 70 points and above in our assessment.

DEI Scores, Boards vs Execs

Above 69 Points

60-69 Points

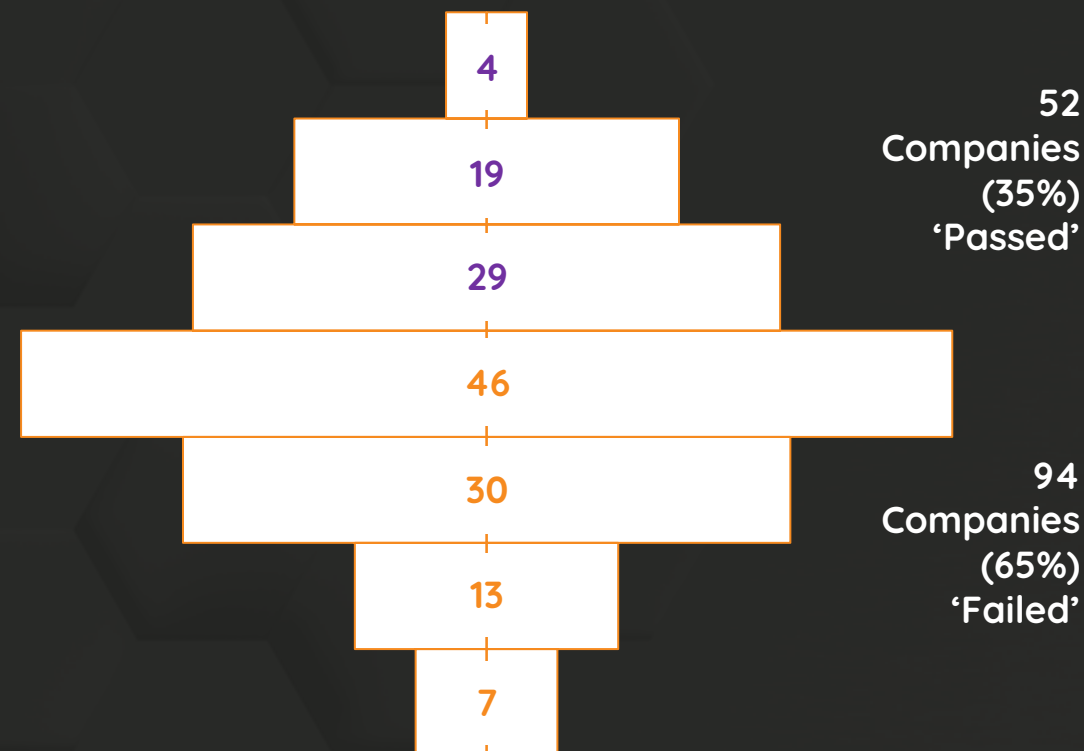
50-59 Points

40-49 Points

30-39 Points

20-29 Points

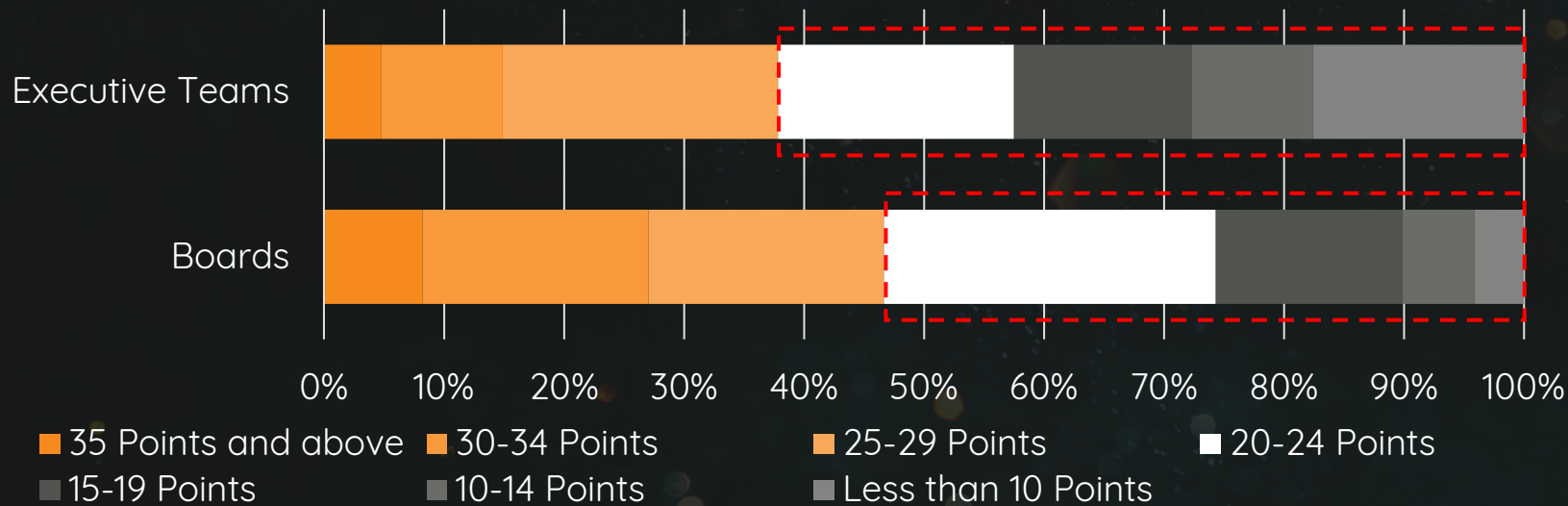
Less than 20 Points



DIVERSITY

Boards of Directors and Executive Teams

DEI Scores, Boards vs Execs



Proportion of companies that scored less than 25 points (out of 50) on DEI in their Management Teams or Boards, respectively



On average, boards are comparatively more diverse and inclusive than executive management teams.



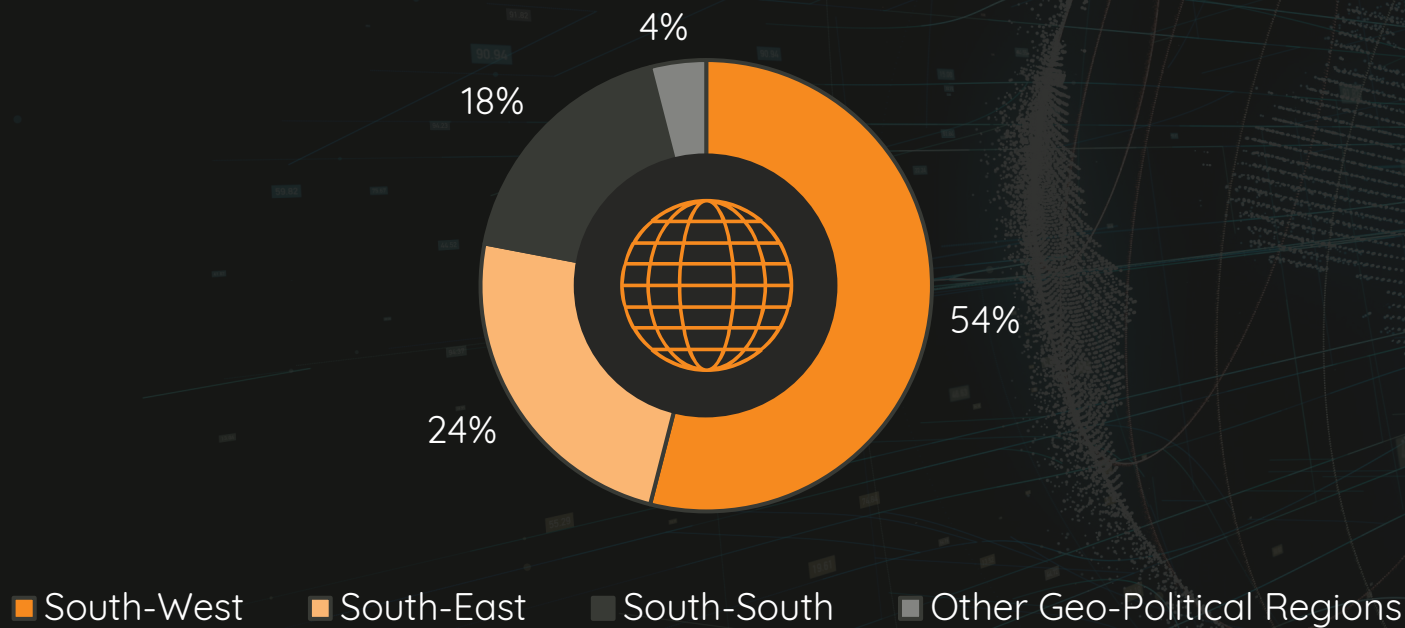
62% of Nigeria's leading companies scored lower than 25 out of the maximum 50 points under the DEI of executive management teams. These companies performed slightly better under the Boards of Directors, with 53% of them failing to reach the passing grade



ETHNIC DIVERSITY

A long journey ahead

Composition of Boards & Exco members in Nigeria's Leading Companies



Individuals from Nigeria's South-West geopolitical region made up 54% of the executive management teams and board members of Nigeria's leading companies.



Persons from the South-East, and South-South, accounted for 22% and 16%, respectively.



The other three regions together accounted for only 4% of corporate leadership.



GENDER DIVERSITY

Gender balance in corporate Nigeria:
a major challenge



Men still dominate the highest corporate positions in Nigeria.



Out of the 148 companies we analysed, only 14 had a female CEO or MD. 39 companies did not have any women on the board; 43 had no women on their executive management teams; and 18 had no women on both their boards and executive teams.

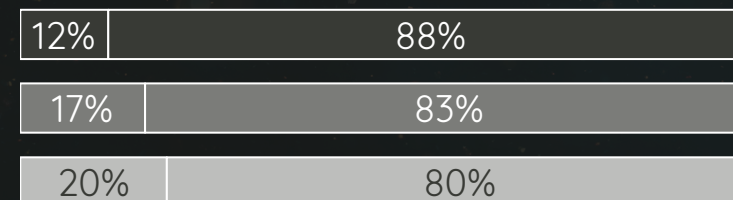


Women made up around 12% of executive teams and only 8% of boards in Nigeria's largest companies.



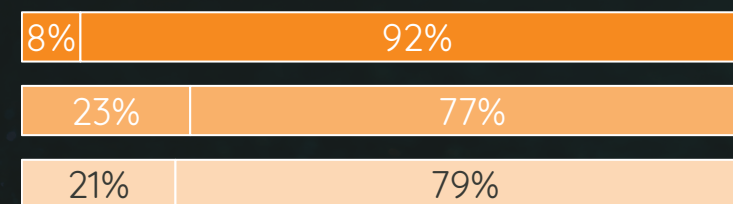
Executive Management Teams

Corporate Nigeria's *MaleFactor* Gender Distribution in Nigerian Companies

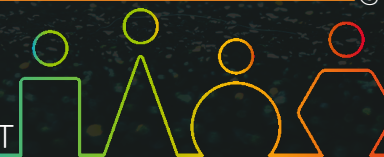


■ Large Companies ■ Medium Companies ■ Small Companies

Board of Directors

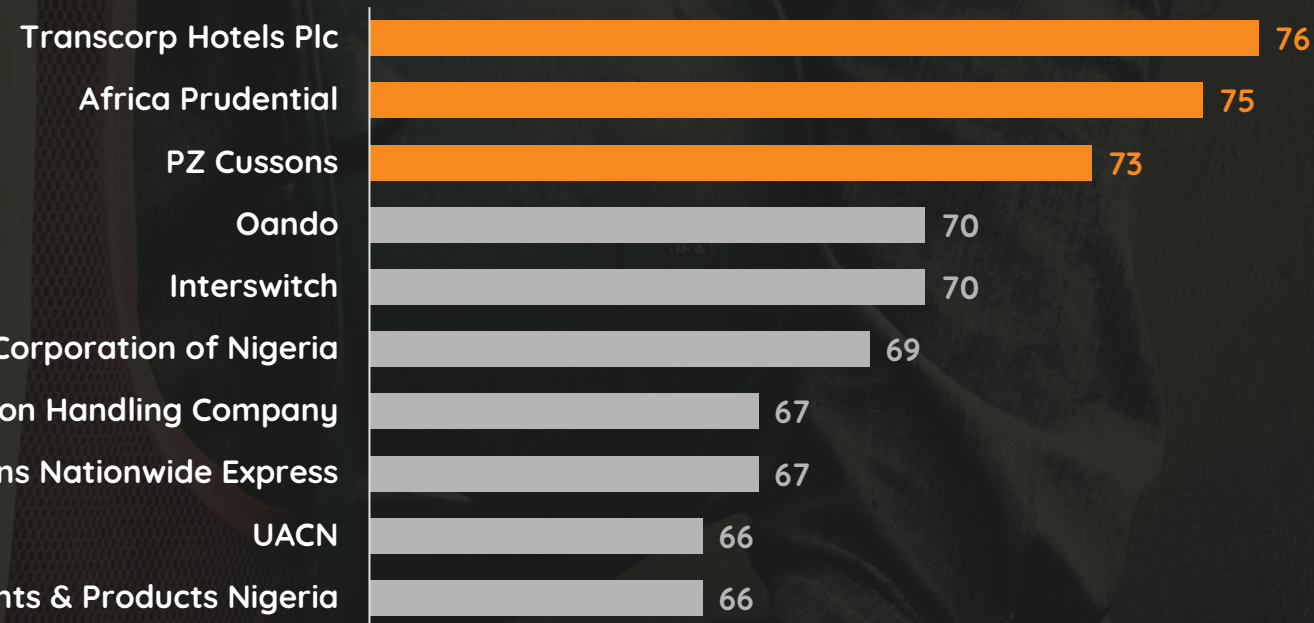


■ Large Companies ■ Medium Companies ■ Small Companies



TOP TEN DEI COMPANIES

Top Ten DEI Companies in Nigeria and their DEI Scores



Transcorp Hotels Plc is Nigeria's best DEI company, with 76 points (out of a max of 100).



Africa Prudential followed closely with 75 points, and PZ Cussons had the third-best result with 73 points.





The aggregated DEI scores for various industries showed that only the top three sectors, achieved a passing grade (i.e., 50 points and above) on average.

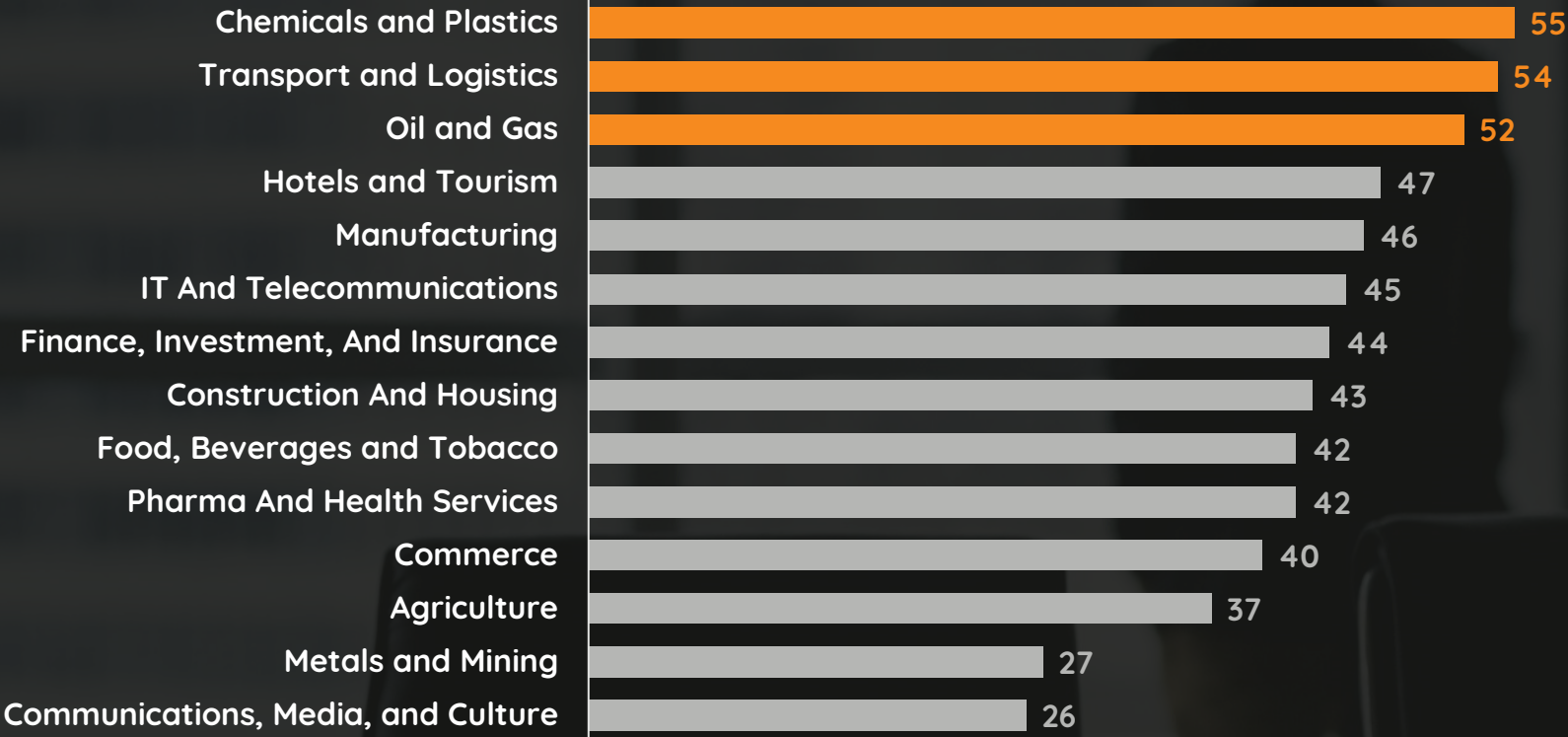


The Chemicals and Plastics industry had the best aggregated average sectorial DEI score (55 points).



The Transport and Logistics and Oil and Gas sectors had the second and third best DEI scores.

Industries Ranked by DEI Scores



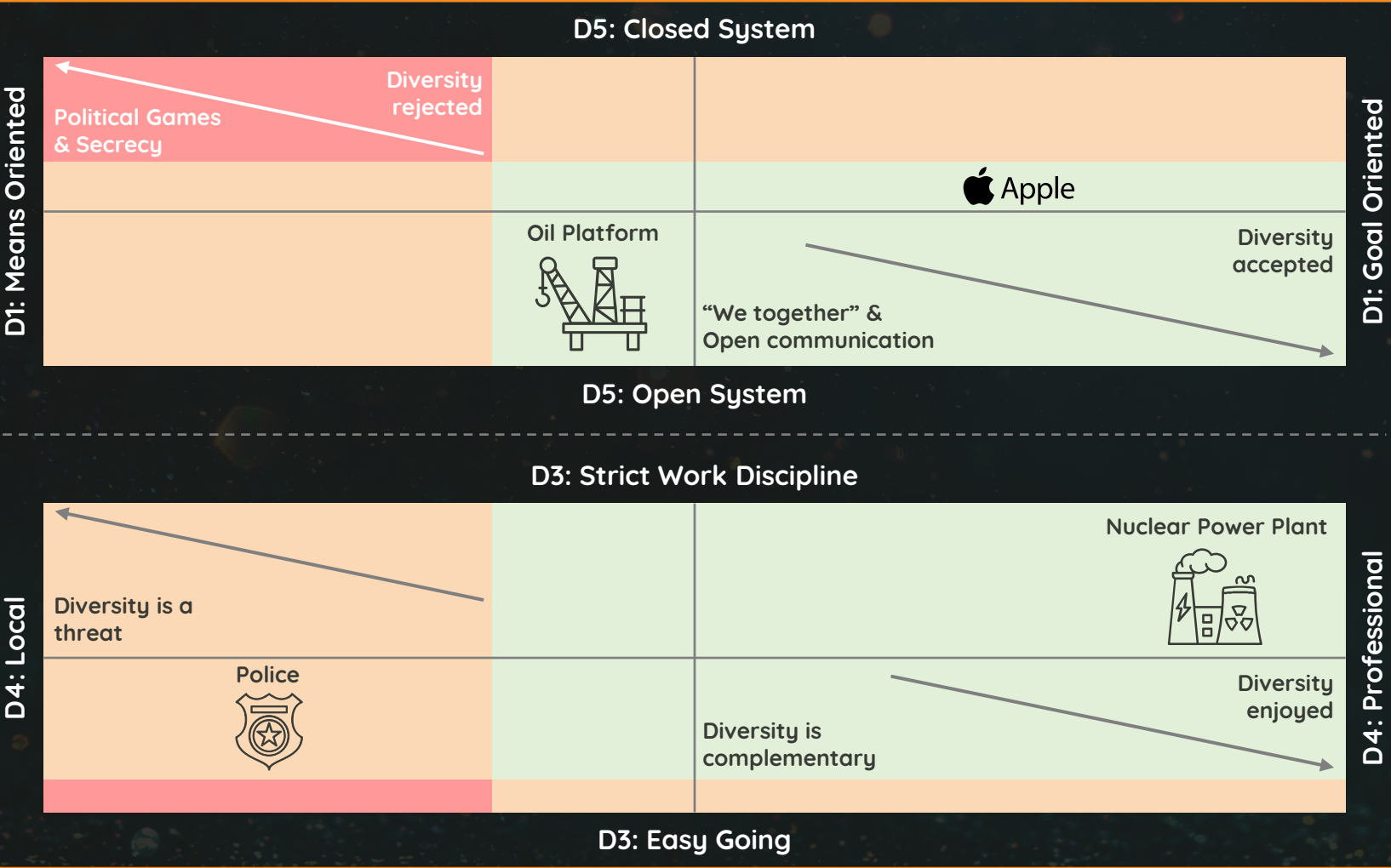
LEVERAGE CULTURE TO IMPROVE DEI



In the report we explained how companies can finetune their culture to improve DEI, using Hofstede Insights' Multi-Focus Model™.



We showed how they can leverage four of the six dimensions of organisational culture to build an optimal culture that would insentiently promote an environment where DEI thrives.



Transform Your Culture To Improve Diversity Equity & Inclusion Via Our Special Offer



SPECIAL OFFER*

Organisational Culture Transformation Starter Pack (To improve Diversity, Equity And Inclusion)



Organisational Culture Scan™

for two subgroups – the management team and entire organisation.
(incl. surveys, reports and expert-led executive culture & strategy workshops)



Executive Match™ Analysis

for one leader in the organisation
(incl. a report and an expert-led, one-on-one session with the leader)

~~9,500€~~

4,995€

*This offer is available only to organisations located in Africa and it lasts till 28 February 2022. Other Terms and Conditions apply. Please contact Hofstede Insights for details.



ABOUT US

WE MAKE EMOTIONS AND PRACTICES TANGIBLE

Since 1985, Hofstede Insights has been helping some of the world's largest organisations transform their organisational challenges into business success stories, translating academic research into powerful actions.



Culture & Strategy Analytics/Advisory
Group



140+ expert facilitators, from 80+ nations,
Located in 60+ countries
5,000+ clients including global corporations,
governments and multilateral agencies from
every continent



HQ, Helsinki Finland. Offices across the
globe.
Africa Hub office in Lagos, Nigeria
Commercial Presence in Ethiopia, Ghana and
Kenya

WHAT WE DO

ORGANISATIONAL CULTURE



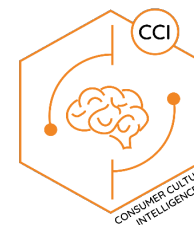
We offer a structured approach to measure, understand & shape organisational culture.

INTERCULTURAL MANAGEMENT



We develop intercultural competencies to optimize international teamwork.

CONSUMER CULTURE INTELLIGENCE



We help businesses, brands and organisations adapt their products, services or messaging to new markets

RESEARCH DATA ANALYSIS



We can assist with meeting your culture-related research challenges.

EDITORIAL TEAM

Dr Merel Scholman-Onyechi (Lead Analyst)

Temitayo Adebowale

Michael Davids

Oluwatobi Phillips

Dr Okechukwu Okere (Editor)





Hofstede Insights

Enquiries & Correspondence

[Global]

Mikonkatu 17 A, 00100 Helsinki
FINLAND.
info@hofstede-insights.com
+358 40 7209292

[Within Africa]

39, Alfred Rewane Road. Ikoyi, Lagos. NIGERIA
nigeria@hofstede-insights.com
+234 1 448 9220 /// +234 906 000 5242