

NEW!

HCM - A 2021 Review

Industry Trends and Outlook

Nuggets

ARM

Digest

Issue 2

EMPLOYEE
VALUE
PROPOSITION



Digital
Transformation
Journey

LEARNING
PHILOSOPHY
AND THE
POWER OF ONE

Vaccination:
why they are important



Investing is a cakewalk with our payment channels

Client portal (Paystack, GTPay)

Direct Debit Setup

Virtual Account Number (Monnify)



Get Drawn in

Have you ever heard of the 70-20-10 learning model? Three fellas came up with this idea as far back as the 80s, and as you go through this second issue of our digest, it will amaze you to see how this philosophy is still relevant to achieving the Power of One as a business decades later.

This edition is rife with insights, complemented with the “nuggets” and “interview” pages that take us on a journey through the career of two outstanding women within the Group. They share in their own words the challenges that have shaped their careers to date, what drives them and how they let their hair down when they need to relax and reset.

In the pages that follow, the Industry Trends and Outlook section provides a robust overview of how we expect various market areas to perform in the first half of 2022 following a post-pandemic recovery and how this impacts our businesses, policies, and strategic initiatives.

We move away from industry health to explore our physical state of being with the Health and Wellness segment, where we discuss vaccination and its importance to your overall health.

With digitalization becoming the bane of every successful company's existence, we explore ARM's digital transformation journey and what we need to do to stay relevant in the ever-changing digital environment.

Most importantly, we explore how our people remain our most critical asset as Human Capital Management take us on an impressive tour of implemented activities in the past few months bordering on boosting employee experience in ARM.

We hope you enjoy this issue, and as always, we welcome your feedback.

Thanks for reading - until next time.

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LEARNING PHILOSOPHY AND THE POWER OF ONE

What a beautiful year 2021 has been to us all at the ARM Group.

It is a vision that no organization progresses without the progress of individual approaches in the organization. Every employee at ARM Group is a major and important stakeholder in the growth and development of the Group. It is therefore not surprising that capacity building, academic development and employee performance growth are major goals for us at the ARM Group yearly.

ARM Academy is pleased to share with you one of our strategies which is to focus on allowing the Group's employee Learning and Growth for 2021.

From academic to business, learning remains the best and most focused means to change individual performance. Studies have also shown that even animals that are largely down by nature, also learn. One day a lion or a rabbit, some dogs were securing a prey in response to the command of its owner and their nature inspired the prey, they all in one accord pointed on the meat.

What does this teach us as humans?

Arguably, our ability to learn from through learning. The habit might be a skill you need to learn to get ahead in your career or get better at providing innovative solutions or making valuable contributions to your team and your department. Flipping from the recent chapters globally, it has become critical for organizations to continuously invest in the learning and training of their employees to maximize profit and realize the strategic objectives and business aspirations. Likewise, ensuring the outcome of learning has more favorable results on profitability.

Over the years, I have become passionate to look critically into how humans learn, how they pick up new skills, skills to acquire from a mix of formal and informal learning processes or activities. There is a particular 70:20:10 learning model developed in the 1980s by three researchers working at the Center for Creative Leadership, a non-profit educational institution in Greensboro, NC. They, along with Michael, Michael, K. Lombardi and Robert A. Eichinger, were researching the key developmental experiences of successful managers. The result of this research linked the non-traditional learning model especially in the corporate setting - the 70:20:10 learning model.

"Learning through this model is simply a handy tool to achieve team bonding and the 'Power of One.'"

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ARM'S DIGITAL TRANSFORMATION JOURNEY

WHY DO WE NEED TO TRANSFORM?



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VACCINATIONS: Why They're Important

A vaccine is a chemical preparation used to stimulate the body's immune response against disease.

Vaccines have been around for 200 years. The first vaccine was created for Pox, which was deadly. When Pox was first created, it was used to protect people from smallpox.

Vaccines contain weakened or inactive parts of an organism (a germ) or the virus. For example, the BCG vaccine is made from a germ that causes the disease. These inactive parts trigger an immune response within the body and help the body's protective mechanisms build the vaccine.

Vaccines have been around for 200 years. The first vaccine was created for Pox, which was deadly. When Pox was first created, it was used to protect people from smallpox.

Vaccination is a simple and effective way of preventing disease, saving lives and preventing the spread of disease. Vaccines have been around for 200 years. The first vaccine was created for Pox, which was deadly. When Pox was first created, it was used to protect people from smallpox.

In addition to the COVID-19 pandemic, vaccination is critical for prevention of other diseases and treatment of other people's health, as well as ensuring communities and cities to the highest levels of public health and safety. They are free and most effective against the virus, preventing high levels of infection.

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NUGGETS with UCHE



Uche Azubike, a dynamic and highly skilled business leader is the Managing Director of ARM Academy who currently sits on the board of three subsidiaries of the ARM Group. She also oversees the operations of the Procurement and Administrative departments of the ARM Group.

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EMPLOYEE VALUE PROPOSITION

ARM HCM – DEPLOYMENT OF OPERATIONAL PLAN

Our HCM Operational Plan is currently being implemented across the business. We initiated the following in 2021:

THE ARM CAREER MANAGEMENT PROGRAMME - CAREER CONVERSATIONS:

Career Conversations was introduced to enable employees engage with their Managers on better management and growth of their careers. This helps individuals more clearly identify the tools and support they need to successfully manage their career growth. Some employee testimonials are outlined below:

I joined the firm as a Customer Support officer for the Retail and Personal business and was there from March 2018 till September 2021. Over time, my job was becoming monotonous and added responsibilities which made me initially excited. After some months on the job, I realised that time was not enjoying the role anymore and my (KPI) target to beat was becoming a huge task. I felt more disengagement from my job as I did not see any career path in the role. I started to see some of my career and I was not able to move forward in the career. During this time, I had career conversations with my manager and decided to approach HCM.

I took advantage of Career Talk to the branch and asked my manager to join me in getting a new career path. HCM followed through and some experts later, after the necessary interview, I was recommended to the branch where I am currently working.

It has been four weeks into the new role, and I am already learning a lot. I am excited about the future and am ready to put in my best. I look forward to tremendous growth in my new assignment. The career conversation program is a golden opportunity for employees to discuss with the managers about desired career paths. I will also continue to make use of the platform and discuss or obtain help from HCM if needed for my career path.

Thomas Obiagiele, Senior Manager (HCM Ops Support)

ARM remains invested in our workforce.

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INDUSTRY TRENDS AND OUTLOOK

1. GLOBAL OIL MARKET EXPECTATIONS

We expect average consumption to come in at 99.82MMbpd in H1 2022 – 1.13MMbpd more than in H2 2021. This is linked to an expectation for improved Indian and Chinese consumption and refining. We expect to see a rise in refinery activity, travel, transport, and industrial activity, driven by a demand for oil and its resultant products. We put our 2022 forecast for average oil price at \$72.43/bp (EIA: \$74.95/bp).

**EXECUTIVE PRODUCER**

SADIO MUHAMMED

EDITOR IN CHIEF

UCHE AZUBUIKE

CO-EDITORS

DARE SHOBAJO

SOLA OYEGBADE

CREATIVE LEAD

ETHAN OKWARA

EDITORIAL COMMITTEE

CHINWE OBINWANNE - MCC

EBELECHUKWU AFUBEROH - HCM HOLDCO

EMEKA DIBIA - HCM PENSIONS

CATHERINE OYEWOLE - BUSINESS SUPPORT

OLA AWODIPE - MIXTA

ANWULI OKONJI - CTU

EBUNOLUWA ABIOLA - CORPORATE STRATEGY

MICHAEL ABIODUN-THOMAS - TRUSTEES

EFE OKOH - HARITH

WAKEZHI ABAMA - MCC

JOSHUA OLUTOLA - SECURITIES

THEO ONADEKO - AGRIBUSINESS

RAPHAEL EMENYONU - IM

EDITORIAL DESIGN

KAYODE ADEWUNMI

OLUWATAYO OSHANIMI



70:
20:
10:

LEARNING PHILOSOPHY AND THE POWER OF ONE

It is a known fact that no organisation progresses without the progress of individual stakeholders in the organisation. Every employee at ARM Group is a major and important stakeholder in the growth and development of the Group. It is therefore not surprising that capacity building, leadership development and employee continuous growth are major goals for us at the ARM Group yearly.

ARM Academy is pleased to share with you one of our strategies which is to focus on driving the Group's employee Learning and Growth for 2022FY

From academic to business, learning remains the best and most favoured means to change undesired behaviour(s). Studies have also shown that even animals that are largely driven by instinct, also learn. One day I saw in a video, some dogs were assuming a praying posture in response to the owner's call. As soon as their owner finished the prayer, they all in one accord pounced on the meal.

What does this teach us as humans?

Anybody can develop a new habit through learning. The habit might be a skill you need to learn to get ahead in your career, to get better at providing innovative solutions or making valuable contributions to your team and your department.

Flowing from the recent disruptions globally, it has become critical for organizations to continuously invest in the training and reskilling of their employees to maximise profit and realize the strategic objectives and business aspirations.

Likewise, measuring the outcome of learning has now become fashionable vis-à-vis profitability.

Over the years, it has become imperative to look critically into how humans learn, how they pick up new traits, skills or say, habits from a mix of formal and informal learning processes or activities. There is a particular 70-20-10 learning model developed in the 1980s by three researchers working at the Center for Creative Leadership, a non-profit educational institution in Greensboro, N.C. They, Morgan McCall, Michael M. Lombardo and Robert A. Eichinger, were researching the key developmental experiences of successful managers. The result of their research birthed the now-very-popular learning model, especially in the corporate setting – the 70-20-10 learning model.

***“Learning through
this model is
simply a handy tool
to achieve team
bonding and the
‘Power of One.’”***



TO PUT IT SIMPLY, THE MODEL REVEALS THAT:



70% of learning comes from job-related experiences – on-the-job learning.

20%



20% of learning comes from developmental relationships – through social interactions in the workplace, team bonding and idea exchange moments.

10%



10% of learning comes from formal coursework and training – Theoretical framework learning.

This model is very notable for its capacity to help organisations, especially the ARM Group, achieve some level of scalability in our employee growth and development planning. Learners can advance at their pace as required by the demands of their roles since most of their learning processes happen while carrying out their daily responsibilities. And as they grow, they tend to get exposed to newer and usually higher level of proficiency and expertise.

It is also important to note a critical part of this model of learning which stresses diversification of learning approaches. No two human beings are the same, therefore, the way each employee learns will be different from the other. The breaking into parts of the learning block itself explains this positive side of the model. Exposing employees to practical aspects of their learning requirements and throwing them into the midst of those who have

done and mastered what they are trying to learn is surely a fail-proof approach to helping employees gain skills faster and better.

Imagine a company like ARM that is doing its best to promote team bonding and collaborative learning - learning through this model is simply a handy tool to achieve team bonding and the 'Power of One'. What a better way to increase employee engagement.

This piece is to help the entire ARM team get a strong grip on this model so we can understand better how to help our teams, departments, and the ARM Group as a whole.

Leveraging the 70-20-10 learning model, the following are ways in which managers and employees can foster learning that brings about increased proficiency, productivity, and progress towards the achievement of the set goals and objectives in 2022 financial year:

1. Establish business-focused learning sessions within your team.
2. Draw up a schedule of topical issues within your functional areas – i.e., Agile Project Methodology for functional units involved in project ideation and implementation.
3. Identify and assign experienced employees within your team who would be responsible for facilitating, demonstrating and teaching other team members hands-on skills in the identified areas.
4. Some of the teaching focus could be about products, processes, policies, procedures and/or emerging trends in your business areas.
5. Make it mandatory for everyone to learn and commit to applying their learning in ways that can bring about peak performance within the team.
6. Create time for team bonding activities that will further strengthen engagement and boost the overall commitment of your team.

The Academy would like to hear from all team members what you think about this model and how best we can apply it to our work. It is important we continue to share ideas while we grow our collective capacity into becoming Unicorns.



ARM'S DIGITAL TRANSFORMATION JOURNEY

WHY DO WE NEED TO TRANSFORM?

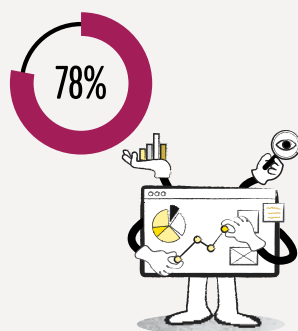
Companies must continually evolve to stay relevant, innovative, and competitive. Evolution is critical because the environment a company operates in is always changing so the company must change with it in order to adapt, lest they lose their relevance. The famous Jack Welch (Former Chairman and CEO of General Electric) once said "If the rate of change on the outside exceeds the rate of change on the inside, the end is near."

Most Companies know they must change. How quickly they change is relative to the rate of change in the Business environment they operate in. The question really that separates the sheep from the goat, is how quickly you are changing relative to the rate of change in the business environment that you operate in. This brings us to the question "What should ARM evolve into?". To answer that question, you have to look at what is influencing the world we live in right now, and it is essentially four things driving the human behavior: the Cloud, Social

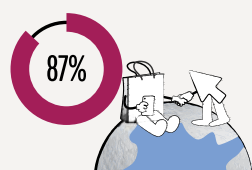
Media, Data and mobile phones. When you hear people say the world is now digital, they are referring to those four key drivers. The top four social media companies each have a population larger than the most populous country in the world, that is why two out of every three people now get all their news from social media. In Nigeria, a significant amount of commerce between buyers and sellers are conducted on social media. Globally, Nigeria ranks 2nd in terms of time spent on social media in a typical day. I can give you a plethora of statistics that show how much time people spend on digital platforms but what that has done by implication, is that it has made attention a very scarce commodity. Every brand is now fighting for the attention of existing or potential customers and only those who are visible on digital channels have any chance of getting it. As a company, what this simply means is if you can't get a share of the customers attention, your business will die. The only way ARM has any chance of getting the attention of our target customers is to undergo digital transformation.



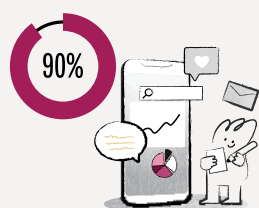
FACT CHECK



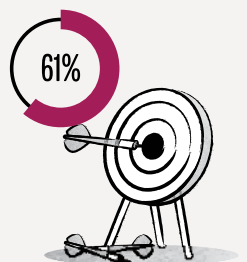
78% of small businesses now get at least one quarter of their new customers via social media.



87% of businesses use social media to stay connected to their best customers.



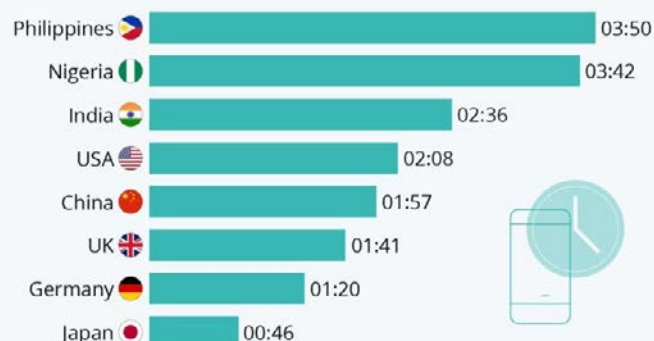
90% of smartphone users check text messages within 3 minutes of receipt.



61% of U.S. consumers have made a purchase based on a blog post.

Where Do People Spend Most Time on Social Media?

Average time spent connected to social networks during a typical day in 2020 (hh:mm)



676,000 Internet users aged 16-64 were interviewed across 46 markets.
Source: Global Web Index via DataReportal



statista

WHAT IS THE IMPLICATION FOR ME AS AN ARM STAFF?

Digital transformation does not only have tremendous benefits for ARM as a company, it has profound benefits for you as an individual. We now live in an era, where you can no longer get a good job or even run a successful business if your digital literacy is poor. Virtually every company in every industry is becoming more reliant on technology and by implication, jobs at all levels now require digital literacy. So, whether you choose to move on to another company from ARM, or set up your own business, your chances of succeeding in either is dependent on your level of digital literacy. Hence, if you make a deliberate effort to get involved in ARM's Digital Transformation and be part of the Upskilling and Reskilling initiatives, you will essentially build the digital literacy and competency that will make you more relevant both in and outside ARM. In other words, your relevance in the workforce will be dependent on the level of your digital skills and competence.





“Culture is the glue that either keeps us doing things well or keeps us doing things poorly”

Professor Ethan Bernstein
Harvard Business School

HOW WILL WE ACHIEVE THIS?

It is no longer in dispute that companies need to adapt in an ever changing environment. Our ability to compete sustainably will depend on how quickly ARM can adapt to the changing needs of customers and an increasingly competitive landscape. The problem unfortunately, is that constant change goes against the way the human brain works.

Our brains like what we already know. The things we are familiar with bring us great comfort – even when we regularly complain about them. Often, we choose the known over the unknown, even when the change could benefit us (This is primarily the reason why people remain in an abusive relationship).

In view of the foregoing, any chance of success in ARM’s digital transformation is hinged on whether or not we can succeed in changing our culture. If we fail to change our culture, we will be unsuccessful in any other transformation effort, it is as simple as that. It is for this reason that we are focusing our transformation strategy first on culture transformation. In other words, we need everyone in ARM to ‘think digital’, but what does that really mean? The figure in the diagram shows what a Digital Culture entails but our approach to managing the change from the old to the new will be focused on three key areas:

1.

Evolve How We Work, by getting rid of silos and foster a culture of collaboration across all the ARM businesses.

2.

Evolve Who We Are, by training staff either upskilling or reskilling people in different roles. We would also communicate constantly the type of culture we need to imbibe to enable us think differently.

3.

Evolve How We Lead, by promoting a leadership style of autonomy and alignment. Encourage leaders to do a lot less micromanaging, communicate goals and objectives and trust their teams to take decisions on how to accomplish those goals.

Digital transformation is not an option, it is a necessity if we must remain relevant as a company or as individuals. As Erk Qualman said “We don’t have a choice to digitally transform, the choice is how well we do it”

Investing just got easier

with our payment channels

- ✓ **Client portal**
(Paystack, GTPay)
- ✓ **Virtual Account**
Number (Monnify)
- ✓ **Direct Debit Setup**

For further inquiries,
email enquiries@arm.com.ng
call 0700 ARMENGAGE





Health & Wellness

VACCINATIONS:

Why They're Important

A Vaccine is a chemical preparation used to stimulate the body's immune response against disease.

Vaccines have been created for Polio, Measles, Varicella, Yellow Fever, Hepatitis, HPV and most recently, the Coronavirus (COVID-19).

Vaccines contain weakened or inactive parts of an organism (a part of the virus for example that causes the illness or infection a person is being immunized against). These inactive parts trigger an immune response within the body and help the body's protective mechanisms kick into action.

Vaccines have been developed for COVID-19 by pharmaceutical companies including Pfizer, Johnson & Johnson, Moderna and AstraZeneca, among others.

Vaccination is a simple and effective way of protecting people against harmful diseases, including the Coronavirus, which has proved to be a serious public health concern all over the world.

In relation to the Coronavirus pandemic, vaccinations are critical for prevention of death and impairment of vital physical functions, as well as returning communities and cities to the highest levels of public health and safety. They are free and work effectively against the virus, providing high levels of protection

against the Coronavirus. Perhaps more importantly, they guarantee that even if a person becomes infected with the virus and falls ill, that person's symptoms are not so serious as to require hospitalization or cause death.

Individuals 18 years and older, healthcare workers at high risk of exposure to the virus, Senior Citizens without underlying health conditions such as Diabetes, Hypertension, and persons who have recovered from COVID-19 are eligible to be vaccinated.

COVID-19 vaccines are available in Nigeria, and can be obtained at designated centres listed on the National Primary Healthcare Development Agency website: <https://nphcda.gov.ng/faqs/>.

It is advisable to consult a Doctor for more information on the COVID-19 Vaccines before taking any of them.





NUGGETS *with* UCHE



Uche Azubike, a dynamic and highly skilled business leader is the Managing Director of ARM Academy who currently sits on the board of three subsidiaries of the ARM Group. She also oversees the operations of the Procurement and Administrative departments of the ARM Group.

Interviewer: Please can we meet you?

Uche Azubike: My name is Uche Azubike.

Today I oversee ARM Academy. The division is responsible for competency development and the procurement and admin for The Group. In addition, I'm also on the board of three subsidiaries for the ARM Group. However, one thing I do for the group and enjoy the most is my oversight function for anything to do with the ARM culture.

Interviewer: Looking back at your 25-year journey with the ARM Group, who would you say you have become and how has the ARM culture sharpened your work ethic.

Uche Azubike: Hmm. Whom have I become today? I think I'll say, I have become that person who is passionate about everything that I believe in. I believe in getting things done. This is something I have picked up working from my first job and was further enhanced in ARM and that has made me

who I am today. If I believe in something I don't give up.

In addition, If I believe in someone I don't give up. I am here today because certain people believed in me, even before I believed in myself. Today, I believe that nothing is impossible.

Interviewer: With the knowledge of hindsight, what would you have done differently?

Uche Azubike: Oh wow, I say this all the time and I say it again now. With the benefit of hindsight, I wish I had taken all the opportunities that ARM offered at the beginning. It took me a long time to begin to really Uh, hum (giggles) believe that I can do it.

Because I was given so many opportunities and I just thought oh OK, no this is not my area. This is not my field. I do not like math. I do not like science. I do not like anything to do with figures. So, sadly it took too long to open up to learning and taking

advantage of the opportunities and the help available.

If I had taken the approach that I took a few years ago at the beginning of my career, Uhm, I think I would have learnt more, and I would have been able to do more.

Don't get me wrong, I do not regret where I am today and, I am blessed to be where I am today.

Interviewer: You have risen through the ranks to this level of your career.

Uche Azubuike: Yeah.

Interviewer: This must have been possible only because of your results and profitable contribution to the businesses. Can you highlight some of the major contributions? Those moments that have made you proud to be part of ARM.

Uche Azubuike: I have so many but let me think of one.

I joined ARM saying I wanted to focus on Admin. Because as far as I was concerned, admin didn't



require marketing, didn't require being a Financial Guru. You just have to like getting things done, organizing things, administration and all of that. So, when I came for the interview and I remember the founder Deji Alli asking me five years from today, where would you like to see yourself? And I kept on repeating oh admin, I am very good at admin, you know because in my mind I just thought that was my core area of competence.

But I joined the ARM and honestly four weeks down the line, I thought my brain was going to die because I was seeing people doing extraordinary things, and I kept feeling like I was just some relative from the village.

You know where my colleagues are sitting down, talking about what was happening in the various financial markets in the world, and these were young people doing exciting things. And there I was just fixated on getting admin done but very quickly I realized that admin then meant just making sure that the telephones work, the office was clean





back initiatives such as DAAYTA, AYTP, My passion, My Future. These and many other moments are proud moments for me.

Interviewer: Work can sometimes become mentally and physically tasking. So, what do you do to relax? You know, take the edge off.

Uche Azubuike: Over the years I've done something that I still

and my brain was very quickly going to sleep so I approached Deji and told him I wanted to do more. I could do HR. He said to be able to do HR and do it well you have to know about the business. I was willing and ARM took a chance on me.

That was my first experience of "you can do anything". You can be anything in the ARM, and you know, I went into it without knowing anything. And by the time I left HR in 2014 we had built a proper HR structure, this was something we didn't have before and that was possible with the support of everybody, training, and all of that. I would say that you know, I'm very proud of what I did.

Another one is what somebody would probably consider very trivial, but it was important to me. I remember I was on vacation and I was in Canada and Deji asked me to go to Houston to solve a problem. It had to do with our Real Estate business. I remember fretting about not knowing anything about the transaction and Deji jokingly saying they speak English in Houston, we will send you all the documents that you need and so off I went to Houston for four weeks and resolved the issues. That was one of the defining moments for me. And when I look back at ARM Academy, I know we are nowhere near where we want to be but I am proud of what we have done with training and development, and what we are doing with our give

do almost every day. I exercise every morning. So, at the minimum when I am tired, I will exercise three times a week

Also, I watch a lot of movies.

In addition, I now visit Lakowe as often as I can. The environment absolutely relaxes me.

I watch movies too, when I'm out of the country I make sure that I go to cinema and watch movies, I could do that every day of my vacation. I also



enjoy cooking.

Interviewer: Has there been a time in your career that you felt like giving up? What kept you going?

Uche Azubuike: Oh yes! So many times. More so that I was working with people who were doing

that was not even a proper structure so we couldn't use the place. Naturally, DA had moved on after giving the instruction.

So, I ran to Jumoke to complain, thinking she'll be on my side. After going on about how much pressure

Deji was putting me under, Jumoke turned to me and said, "you think he's not under pressure? Uche, go and do your job". Honestly, at that point, I wanted to resign, because I just felt I was being set up to fail.

More so, when all team members also thought it was an impossible task I thought about it and came to the conclusion that giving up was not an option. So, in three days we set up a nice board room with paintings and all. Of course, we didn't sleep, but we got it done.

Another period I recall is the acquisition and integration of ARM Life. That was very challenging more so with the culture

clash. So, I was dealing with people management and racing against the clock to set up the office. I guess everyone was under pressure because nobody paid attention to my complaints and cry for help, I was so frustrated and thought about resigning but, a good friend introduced me to coaching.

If you don't succeed then you think of resignation, but not without trying. That was when I decided to get a coach for a whole year. When I was going into that coaching program, I didn't think I was going to make it, but I put in the effort and didn't just throw in the towel. I did my best. The only person who knew in the organization then was Sadiq because I needed to leave the office at a particular time, and you can't just leave the office without permission. And I went



things that could be considered nearly impossible at that time in Nigeria. The question was always "Why can't you do it"? And this is from every single one of my bosses, they will communicate the same thing but in different ways.

One such time of expecting the impossible was when we had to put up a board room in Lakowe in three days. What we have in Lakowe today as the current Club House, didn't use to be there. I remember that day vividly. Deji called me into his office and said, "I like to have the board meeting in Lakowe just to show board members the progress far. You need to set up a place for a board meeting". At that time, the only thing we had in that place was a structure

through that coaching exercise and it was an eye-opener as well as a rewarding experience for me. Particularly because I achieved almost everything I had set out to achieve including my promotion and other personal goals.



Interviewer: Which new age artists do you like and why?

Uche Azubuike: I like Kizz Daniel. I like Chike, I like Wizkid. I like Sunny Ade, but Sunny Ade is not new age. (chuckles). My favourite will be Kizz Daniel because I can relate to the lyrics and the rhythm and I can dance to his beat. Of course, for Chike, you cannot hear that song "Running to You" and not move. There's just something about it.

Interviewer: Who are the most influential people in your career, personal and professional life?

Uche Azubuike: For personal life, my family. I won't be where I am without my family. I can't say who in the family, my mother was a very, very big influence being the last child, I got a lot of attention. My siblings, nieces and nephews also play a big role. We honestly need people like that in our lives.

Career-wise, I cannot write about my career without mentioning Deji Alli. Maybe because at the time that I met him I was young in my career and he took a chance on me.

From when I was in secondary school, there were a group of people who were responsible for moulding me in a way I didn't realize until I started working in ARM. Incidentally, I've known some of them since I was 12. These people are Mr Akin

Opeodu, Fola Adeola and Tayo Aderinokun. I did vacation work several years in a row at the Continental Merchant Bank when it was run by Mr Adetola and Late Mr Aderinokun. It would not be complete if I don't add Jumoke Ogundare, Sadiq Mohammed, Wale Odutola, Gregowa Gouchoekpon, Toju Olaitan and Hajara Olaitan. They have all greatly influenced me career-wise in ways I cannot quantify.

Interviewer: After 25 years of meeting people, facing challenges and gathering experience, what would be your advice for the generation just starting out on their journey?

Uche Azubuike: Never let anybody tell you, you can't do something. You can be whoever you want to be. This is no cliché; I have seen it first-hand here in ARM. We have taken a receptionist to an AVP level. We've taken a cleaner from cleaning to the accounts department.

For as long as you are doing that job, you need to keep asking yourself, "is this the best representation of me".

Interviewer: Thank you so much for sharing. There is a lot for every reader to glean from your wealth of experience that will help them through their career whether within or outside ARM. Enjoy the rest of your day.

Uche Azubuike: Thank you very much. Thank you everyone.



Invest sharp-sharp using our payment channels

Client portal (Paystack, GTPay)

Virtual Account Number (Monnify)

Direct Debit Setup

THE POWER OF ONE



EMPLOYEE VALUE PROPOSITION

Following the introduction of our Employee Value Proposition, we will keep working on implementing initiatives to improve your overall experience as employees of ARM, including our Career Management Series and Health, Wellness & Safety communication.

We aim to improve our services to employees, keeping in mind the realities of the changing world of work and required alignments with our business strategy.

We are steadfast in our pledge to ensure that our people have the best professional experience and make ARM it a Great Place to Work.

ARM remains invested in our tomorrow.

ARM HCM – A 2021 REVIEW

Our HCM Operational Plan is currently being implemented across the business. We initiated the following in 2021:

THE ARM CAREER MANAGEMENT PROGRAMME - CAREER CONVERSATIONS:

Career Conversations was introduced to enable employees engage with their Managers on better management and growth of their careers.

This helps individuals more clearly identify the tools and support they need to successfully manage their career growth.

Some employee testimonials are outlined below:

I joined the firm as a Customer loyalty officer for the ARM IM and Pensions business and was there from March 2018 till September 2021. Over time, my job role became modified with added responsibilities which made me initially excited. After some months on the job, I realized that I was not enjoying the role anymore and my KPI's began to look overwhelming. On most days, I felt pure disengagement from my job as I did not see any career path in the role. I longed for more out of my career, and I knew I was about throwing in the towel. During this time, I had career conversations with my line manager and decided to approach HCM.

I took advantage of Dare's visit to the branch and stated my interest in pursuing a new career path. HCM followed through and some months later, after the necessary interviews I was redeployed to my desired career role where I am currently happy with.

It has been four weeks into the new role, and I am already learning a lot. I am excited about this journey and I am ready to put in my best; I look forward to tremendous growth in my new department. The career conversation project is a golden opportunity for employees to discuss with line managers about desired career paths. I urge fellow colleagues to make use of this platform and document on Officelime for easy tracking by HCM. If you do not see results, please have a discussion with HCM. The problem can only be solved when you speak out.

Uzonma Okeahialam, Scrum Master (ARM One Squad)

I had conversations with my line managers at different points which exposed me to diverse career possibilities. Shortly after joining the business as a financial advisor in 2015, my then line managers suggested that customer experience would be a good fit for me because of the way I attended to my clients. They had encouraged me to explore the option if I was interested and some months after, I did. My line manager was more than willing to assist, and they spoke to the then head of Customer experience for IM who conveyed this information to HCM. I took the test and interview, and I was redeployed to CX. During my five years in CX, I heard comments like “people don’t grow here” but my line managers were always supportive and regularly moved me to different units within the team; complaints management, telemarketing, front desk, the list is endless. These changes opened me up to a career path I was willing to explore.

In 2019, I started researching on the corporate transformation unit and what they do caught my attention; it was an exciting journey I knew I just had to embark on. I told my then line manager about my interest and she encouraged me to put my best foot forward.

In 2020, during the lockdown, I sent an email to the former Group Head, HCM indicating my interest in the Corporate Transformation department. I soon forgot about this and continued performing my role as a Customer Experience Officer. Towards the end of the year, I received an email from the talent acquisition team asking for my CV. I sent my CV and I went through the interview stages. This year, I was redeployed to the Corporate Transformation department. The best part of my experience is the ability to have career conversations with my line managers at each point of my transition with feedback highlighting areas for improvement as well. I am excited about the possibilities ahead.

Adewale Oyinlola, Corporate Transformation.

The desire to learn was my major motivator to make a change in my career. I’ve always had an interest in risk management and considering my degree in Economics I knew I did not want to pursue a career in Customer Experience. Every day, the desire to explore my passion became stronger and stronger. I began having regular career conversations with my line manager and supervisor, specifically stating my interest to join the Risk Management team. My supervisor was very receptive to my passion and didn’t mind that there would be a gap left in the team to fill if I pursued my desired career path. My line manager urged me to take the opportunity to grow. I reached out to the head of my new department, she was more than happy to have me on her team and went ahead to communicate my interest to HCM. After my interviews, I watched my desire become a reality.

This experience has taught me that building meaningful relationships within the company and sharing career goals with supportive colleagues and managers is not a waste, you never know who might be of help. A lot of encouragement to make this move came from my colleagues-turned-friends and I cannot overemphasize how much they assisted me during the process.

Tosin Adesope, Internal Control



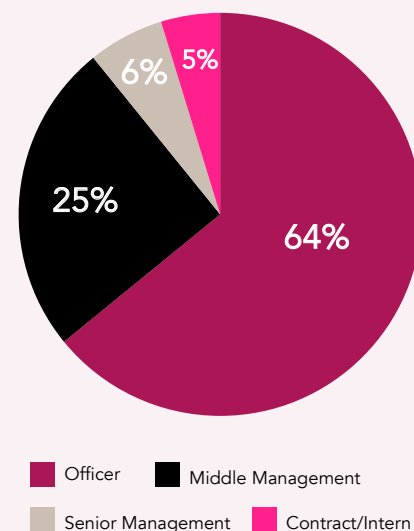
FEEDBACK FROM SURVEY ON EMPLOYEE VALUE PROPOSITION

Corporate Culture, Diversity and Inclusion		75%
1	I would recommend a friend currently engaged somewhere else to join ARM because it is a great place to work	77%
2	I see myself still working at ARM in 2 years' time	74%
3	ARM is making a positive impact in society	80%
4	In carrying out our daily activities as an organization, we live our core values	78%
5	Differences in style and opinion are welcome and accepted	72%
6	The leaders at ARM keep people informed about what is happening	75%
7	I feel comfortable to talk about difficult issues	69%

Compensation and Benefit		63%
1	My pay is relatively competitive with my peers in similar industries	55%
2	Promotion is objective and fair	63%
3	I am satisfied with the medical insurance scheme	73%
4	I am satisfied with the education subsidy	67%
5	I am adequately rewarded/incentivized for a job well done	61%
6	My paid leave allowance is generous and commensurate to time put in at work	60%
7	ARM offers a fair Retirement Benefit Plan	68%
8	Overall, I am happy with ARM's compensation & benefits system	61%

Respondents Data

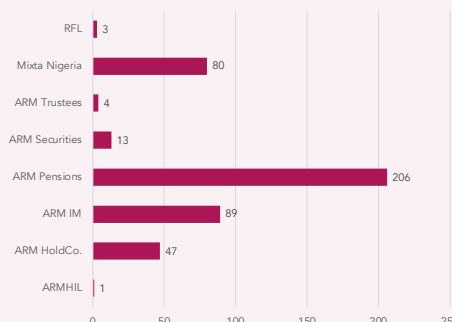
Grade Class



The survey covered four key areas:

- Corporate culture, diversity and inclusion
- Workplace and employee wellness
- Compensation and benefits
- Career

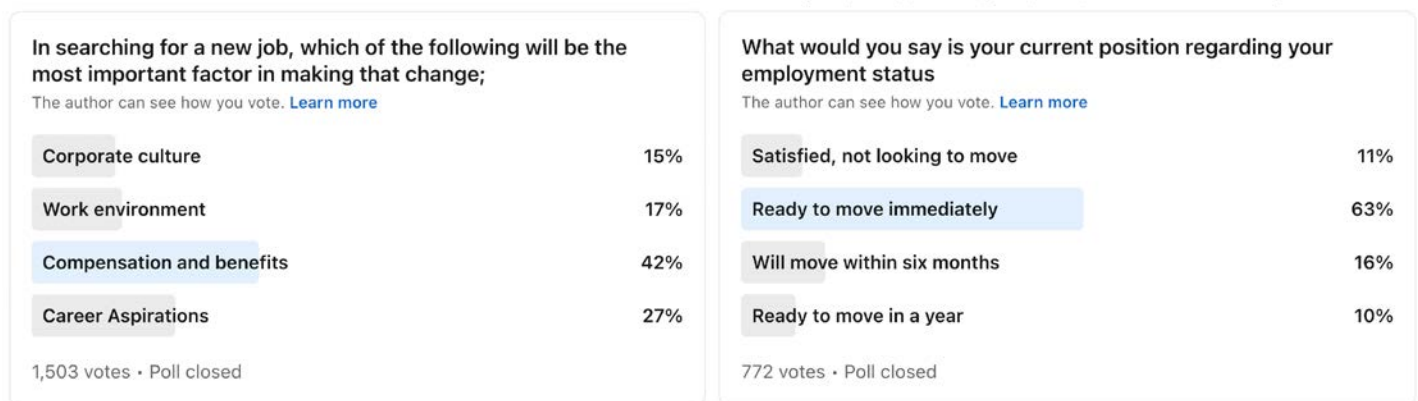
Response Per Entity



Workplace and Employee Wellness		74%
1	Working in ARM is Fun	71%
2	ARM is supportive of employees physical and emotional wellbeing	75%
3	I feel connected to my teammates while working-from-home (WFH)	79%
4	I feel recognized, valued and appreciated when i deliver outstanding work	72%

Career		74%
1	My promotion and career paths are clear to me	67%
2	I have the opportunity to reach my full potential at ARM	70%
3	My Line Manager/Supervisor clearly communicates our goals and strategies	76%
4	I am satisfied with all the trainings assigned to me	73%
5	My line manager supports my career aspirations	75%
6	I understand how my role correlates to the company's success	83%

FEEDBACK FROM EXTERNAL RESPONDENTS ON EMPLOYEE VALUE PROPOSITION



Source: LinkedIn survey

EMPLOYEE WELLNESS, HEALTH & SAFETY

COVID-19 Education & Support: We deployed two webinars with extensive information on the COVID-19 pandemic and the significance of vaccinations and preventive care.

Health Services were provided in line with HCM processes

Some testimonials are included below:

The frequency of the communication from HCM was good as well as response to my request to book by the HMO. The only challenge was having to wait for over 6 hours to complete the whole process due to the crowd.

Raymond Akorah

I fell ill from COVID. The support service played a key role towards my treatment and recovery.

Okechukwu Aja

Kudos to the team, they have been doing well in all the areas concerning staff issues, easy access to all. I was contacted by the team during the Covid-19 period.

Kai Orga, MD, ARM Investment Managers

HCM has been effective in communicating relevant information with regular reminders and liaising with the HMO to provide awareness sessions. I have enjoyed using AXA Mansard.

Itunu Olatunde-Folaji

TALENT ATTRACTION - CFA SOCIETY VIRTUAL CAREER FAIR 2021.

We participated in the recently held CFA Society Virtual Career Fair, a two-day event running through November 11 & 12, 2021 respectively. The ARM Team was ably represented by the Talent Acquisition Team. Our preparation for the fair was extensive as we had adequate representation across the business.

Adetayo Adeyi discussed extensively using her experience as an Investment Manager, Olubukunola Oyawale (Treasury team) guided participants on building a lasting career in the corporate world while The MD, ARM Securities (Olugbenga Magbagbeola) rounded it up by reaffirming ARM's position as a market leader in the industry.

Beyond the interactions, the Talent Acquisition Team presented job placement and internship opportunities available to participants as we also had a mentoring session during the breakout activities at the fair.

See some feedback from the participants:

'ARM session was very informative'
– **Olusegun Falaye**

'I joined ARM and it was a fantastic one'
– **Tomisina**

'The session with the ARM team was very insightful' – **Mayowa Salaam**

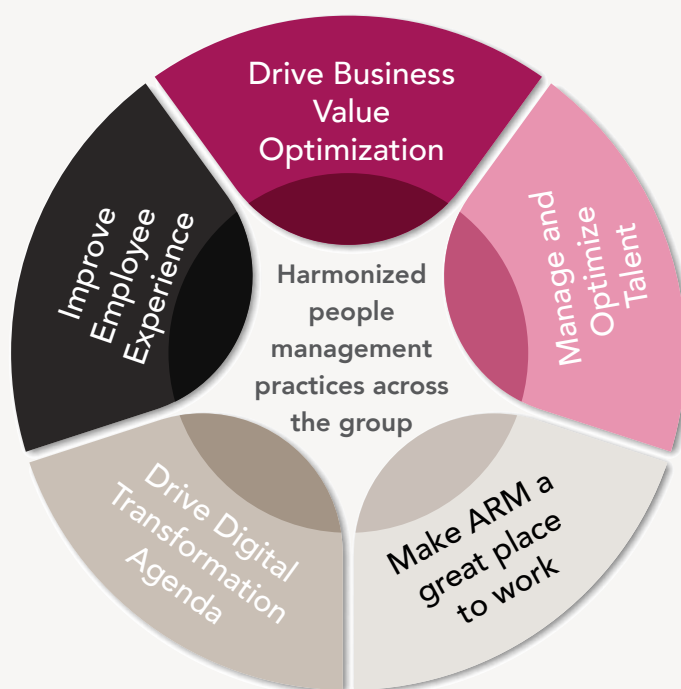
'ARM Group was indeed insightful'
– **Alice Oniyide**

For more information on future career fairs, please send an email to the HCM team – HCM@arm.com.ng

ARM PEOPLE MANAGEMENT STRATEGY

1 Drive Business Value Optimization

- The future of work demands that we continue to explore ways to increase business value optimization.
- Unify our businesses by leveraging the (Power of One).
- Utilize insights from learning to drive business goals.



2 Improve Employee Experience

- We will validate and define the basis for measuring employee experience in a way that improves employee engagement and reduce attrition.
- Intensify the drive to improve our Knowledge Management practices in a way that preserves and make ARM proprietary information accessible for business continuity.

3 Drive Digital Transformation Agenda

- We will play a key role in shaping the emerging digital culture and find talent that will be attracted to and succeed in the transformed organization.
- Our intent is to continue to reskill and upskill employees on the defined Digital capabilities in an agile learning approach

WHAT KEY ISSUES ARE WE PLANNING TO DEAL WITH – OUR 2022 MANDATE

- How can we attract the right quality of talent in the numbers that we need? – **Talent Attraction**
- How can we develop and retain our talent to deliver superior performance? – **Talent Management**
- How can we develop an organizational culture that enables employees imbibe our shared values while stressing consequence for deviant behavior – **Work Place Culture**
- How do we ensure that what we offer meets our people's expectations and allows us remain competitive? – **Competitive Compensation**
- How do we measure and improve the employee experience in a way that drives employee engagement and reduces attrition? – **Employee Engagement**

4 Manage and Optimize Talent

- Our talent agenda will focus on the attraction and retention of top talent that deliver strong performance
- We plan to institute personalized development plans to get the best out of each employee
- Leveraged on ARM Talent Development programs

5 Make ARM a great place to work

- Research has proven that culture influences organizational performance. We will focus on the development of an organizational culture that enables employee to imbibe our shared values, improve business performance and ultimately makes ARM a Great Place to Work.
- We will optimize the ARM Ambassador Program to drive employee engagement and to further promote a sense of belonging as key stakeholders of the ARM brand.



TRAINING TESTIMONIALS



The Digital Awareness Session was very impactful to me because it brought to light important aspects of digitization and was very practical to the point of assessing rather accurately, people's reaction to digitization. It was a long session, but it was engaging, I specifically enjoyed Ina Alogwu's sessions as they were enlightening and he adequately answered questions which I had personal interest in.

I also like the idea that Academy formed groups across various subsidiaries which encouraged getting to know people from other subsidiaries despite the work from home arrangement. I remain grateful for the opportunity to be a part of it.

Oluwatoyin Dove-Francis

Risk Management
ARM Investment Managers



I have found ARM Academy tools to be very useful. With the asynchronous nature of the lectures on ARM Academy LMS, I have been able to manage my time better while gaining knowledge.

The session on Digital Awareness was a very good business growth strategy as well as self development that encourages on how to do things better, doing things differently and how to do different things.

Rashidat Taiwo

Customer Experience



The Case Studies of Model companies that made attempts to undergo transformations was very enlightening and helped me understand how changing a business model can affect profitability positively or negatively. I also came to understand that Organizational Silos must be broken to achieve a successful digital transformation. Everyone, management, and all staff including myself must buy in, work as a Team and embrace digital transformation for it to be successful.

The focus being to achieve faster, better and effective solutions that would be competitive and enhance productivity at the end of the day for ARM as a group. The facilitators were very knowledgeable and friendly and were able to collapse so much information within a short space of time. The polls during the session also helped understanding of the concept.

All in All, it was a great experience!

Evelyn Osindeinde

Customer Experience
ARM Securities Limited



“The ARM Digital Awareness training is an eye opener to the ongoing transformation of our entire business model through digitalization of not only our operational processes but also our culture. Technology and the people will play a huge role in this transformation. Technological advancements such as block chain, robotics, drones etc. will change the way businesses operate in the near future. As a salesman, Digital transformation will aid in the acquisition, management, and retention of customers. The aim is to provide easy to use, cheaper and efficient solutions to our teaming clients. On the other hand, our digital culture, comprising of seven key attributes must be driven by the people. This attribute includes customer centricity, Innovation, data driven decision making, collaboration, open culture, digital first mindset, Agility, and flexibility. And the change starts with me!”

Adunni O. Akeju
ARM Investment Managers



“The digital awareness session has provided me real benefit of optimizing data for analysis that can drive business forward whilst ensuring different functional units within our businesses are able to translate raw data into insights across various touch-points. By doing this, it produces a single view of the customer journey, operations, product development, finance, and business opportunities. The result will improve efficiency and profitability such as increase in market share, profitability, and higher revenue growth than competitors.”

In summary, digital transformation doesn't mean replacing the human aspects of the business, but rather augmenting with technology to make our processes smarter and more efficient. Thanks to the faculty.

Johnson Idowu
Financial Control
ARM HoldCo.

HR CLINICS

The Clinics were held in August 2021, with one-on-one sessions scheduled to allow staff speak to HCM about their experience at work and make inquiries about issues with which they had concerns.

PERFORMANCE MANAGEMENT WORKSHOPS

The workshops educated employees at all levels on principles of Performance Management. Participants were re-introduced to the practices that ensure successful Performance Management, as well as the Objectives and Key Results (OKRs) approach adopted by ARM.

IMPLEMENTATION OF PHASED RESUMPTION WORKPLANS

Following continued implementation of our phased resumption to work earlier, we saw little or no interruption reported in the continued success of this model so far. We have supported employees through the Phased Resumption, and made Alternative Work Arrangements without any significant interruptions in productivity.

EMPLOYEE SPOTLIGHT



Ayobami Adegbola (Legal) & Uduak Akwa (Financial Control)

They took on additional responsibility for the Corporate Strategy Function between July and November, performing beyond expectations.

ISO 27001 Implementation & Certification Project Team

The CISO, Lead Implementers, Lead Auditors & Champions worked hard to ensure that ARM obtained the coveted ISO 27001 Certification this year.

ARM Group ISO 27001 Implementation and Certification Project Delivery Team

S/N	Name	Role
1	Abayomi Apoeso	Lead Implementer (Team Lead)
2	Gabriel Clement	Lead Implementer
3	Chukwuebuka Obieri	Lead Implementer
4	Dare Omole	Lead Implementer
5	Adetayo Ajibade	Lead Implementer
6	Ayobami Adegbola	Lead Implementer
7	Moradeke Odugbesan	Lead Implementer
8	Anwuli Okonji	Lead Implementer
9	Paul Sawyer	Lead Auditor (Team Lead)
11	Olanrewaju Gbadamosi	Lead Auditor
12	Taiye Oliye	Lead Auditor
14	Adenike Sodeinde	Lead Auditor
15	Folaranmi Bamidele	Internal Control (ISO Champion)
16	Ebelechukwu Afuberoh	Lead Implementer
17	Ademola Adebisi	Treasury (ISO Champion)
18	Olufemi Olowu	ARM IM Business Development (ISO Champion)
19	Saheed Okubena	Institutional Asset Management (ISO Champion)
20	Bimbo Moses	ARM IM - Retail Operations (ISO Champion)
21	Idris Junaid	ARM IM - Fund Accounts (ISO Champion)
22	Isaac Elakhe	ARM IM - Fund Admin and ARM Registrars (ISO Champion)
23	Oluwaseyi Adeosun	Investment Management (ISO Champion)
24	Adeola Sonubi	Corporate Transformation (ISO Champion)
26	Ninilola Aroyewun	ARM Trustees (ISO Champion)
27	Funmilayo Olayiwola	Compliance (ISO Champion)
29	Oluwatoyin Dove-Francis	Risk Management (ISO Champion)
30	Uduak Akwa	Financial Control (ISO Champion)
31	Abraham Durosawo	ARM Financial Advisory (ISO Champion)

32	Adebowale Joshua Popoola	Marketing and Corporate Communication (ISO Champion)
33	Evelyn Osindeinde	Customer Experience – Securities (ISO Champion)
34	Eddy Ayikimi	Customer Experience – IM (ISO Champion)
35	Sola Oyegbade	ARM Academy (ISO Champion)
36	Mustapha Alao	Research (ISO Champion)
37	Odunayo Olowe	Information Technology (ISO Champion)
38	Oluwaseun Adekoya	Digital Financial Services (ISO Champion)
39	Oluwamayowa Ogbebor	ARM Securities Sales (ISO Champion)
40	Opeyemi Babasola	ARM Securities Operations and Trading (ISO Champion)
41	Olayemi Toyé	Project Sponsor
41	Gozie Alozieuwa	Project Sponsor

Uchebenu Aniogor (Investment Management)

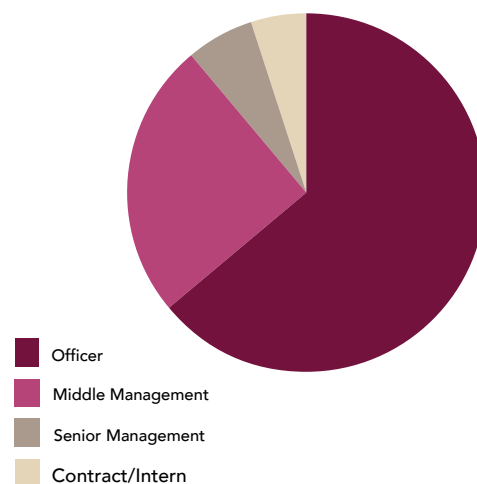
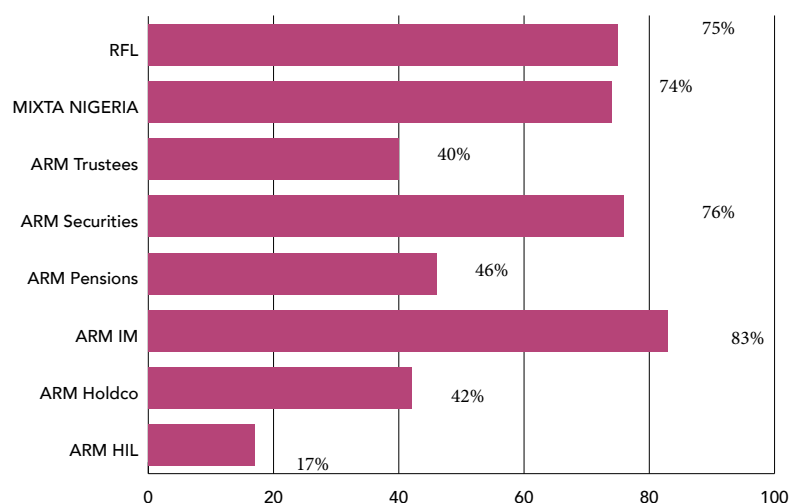
Emerged a finalist at the CFA Society Nigeria's 2021 Industry Practitioners' Ethics Challenge.

IT Team

Responsible for successful migration of the Ikoyi Data Centre -
Phoebe Ohiembor, Gabriel Clement, Dare Omole and Ibrahim Tijani.

EVP Survey:

In September, the HCM team conducted an EVP internal survey to gauge the pulse of employees in the organization with respect to the perceived value add of ARM as an organization to them as individuals. Overall, 57% of the workforce participated in the survey.



**ARM EMPLOYEE RECOGNITION
& AWARDS 2021**

WINNERS



Osas Ediabonya

1. Most Inspirational Employee
2. Sales Excellence (People Manager)
3. Leadership Award



Evelyn Osindeinde
Service Excellence Award



Abayomi Apoeso
Learning & Growth Award



Segun Fakuade
Creative Solutions / Innovation



Damola Taiwo
Most Inspirational Employee



Jumoke Ogundare
Leadership Award



Segun Awode
Learning & Growth
Award - Learner
Category



Lawrence Sonibare
Learning & Growth
Award - Mentor
Category



Olaniran Agbi
Creative Solutions
Award



Olukayode Fajuyagbe
Top Sales Performer



Jennifer Chikeluba
Service Excellence
Award



Lateef Ogunsola
Leadership Award



Esther Ukwuoma
Most Inspirational
Employee



Tope Ibikunle
Leadership Award



Ifeanyi Ifeanyi
Top Sales Performer



Femi Adegoroye
Sales Excellence
Award



Deji Alli
Leadership Award



Benson Ajayi
Learning & Growth
Award



Pekun Ozolua
Learning & Growth
Award



Kevwe Origho
Service Excellence
Award



Bose Oluyemi
Most Inspirational
Employee



Onome Umukoro
Creative Solutions
Award



**Corp. Transformation
Benefit Administration
Information Technology
Finance Team - Mixta**



INDUSTRY TRENDS AND OUTLOOK

1. GLOBAL OIL MARKET EXPECTATIONS

We expect average consumption to come in at 99.82MMbpd in H1:2022 – 1.13MMbpd more than in H2:2021. This is linked to an expectation for improved Indian and Chinese consumption and refining. We expect to see a rise in refinery activity, travel, transport, and industrial activity, driven by a demand for oil and its resultant products. We put our 2022 forecast for average oil price at \$72.43pb (EIA: \$74.95pb).

2 GROSS DOMESTIC PRODUCT (GDP) EXPECTATIONS.

For our base case, we project a 2.6% growth in the Nigerian Economy in 2022 stemming from positive performance in both oil and non-oil sectors. In the non-oil sector, we expect strong growth of 3.2% YoY (9M 21: 4.3%), stemming from a rebound across various sectors, especially the services sector. In the agriculture sector, we expect the sector to maintain growth levels at 2.3% YoY over FY 2021. (9M 21: 1.54% YoY) despite prevailing insecurities in the food-producing regions. For the manufacturing sector, improved activities as the economy fully reopens especially in textile and cement sectors coupled with NNPC's collaboration with private sector to boost the country's refining capacity inform our growth projection of 3.5% YoY in 2022 (9M 21: 3.74% YoY). In trade, sustained rebound hinged on the reopening of the land borders informs our projection of a 5.0% YoY growth (9M 21: 9.95% YoY). While in the services sector, continued expansion in ICT due to increased demand for digital services as financial services suffers from regulatory burden of CBN policies on banks.



3 CURRENCY

The Naira remains overvalued according to the World Bank and the CBN's estimation (N 462/\$1). Considering this, we could see a devaluation in 2022, weakening it to as low as N450 /\$1 in the year. More hawkish stances by central banks in developed markets could worsen capital flights from Nigeria. We estimate gross revenue to close at c. \$35 billion in H1:2022. Possible Eurobond issuances and IMF inflows do not factor into our expectation for FX reserves.

4 CURRENT ACCOUNT

Outlook for the current account is expected to remain in the surplus territory (although muted) in 2022, feeding off improved remittances, improved crude oil proceeds (despite the concerns around outputs) amid the expectation of the completion of the Amukpe Escravos Pipeline (160,000 capacity), and current transfer position. The muted position is expected to be platformed by rise in import bills supported improving local consumption capacity and a further deterioration on the service sub-component.





6. FIXED INCOME OUTLOOK

We expect yield environment in 2022 to be driven by increased government borrowings, leaner maturities and partly by monetary policy decisions

The maturities are concentrated in H1 and should see yields in the current range, however, tighter liquidity in H2 coupled with sustained CRR debits in H2 would support an upward trajectory in yields. Although, policy normalization would have minimal effect due to bifurcation in the market.

5. CAPITAL IMPORTATION

In 2022, we anchor our outlook for capital importation on numerous factors among which we have carrying trade opportunity amid the inevitable round of rate hikes across strategic economies, the performance of crude oil (Quantity and Price), the pre-election jittery that usually headline the eve of every election year, and global economic resilience in the event of another round of serious covid-19 mutation. In conclusion, we opine that the Nigerian Market does not have such attractive thesis to drive back FPIs in the short to medium term.

7. EQUITIES OUTLOOK

Direction of yields in the fixed income market is expected to impact the direction of equities market in 2022. Also, the concerns which foreign investors have had about the state of the macro-environment and political uncertainty (pre-election year) remains. As advanced economies shift towards adopting hawkish monetary stance, this may induce capital flight. However, company announcements, earnings and performance could drive a positive close to the equities market in 2022.

8. INFLATION

The delay in deregulation of the downstream sector, pre-election political will, and labour agitation are factors that should impact inflation this year. Also, a further hike in electricity tariffs remains one of the key threats to inflation. However, fewer disruption to food supply from insecurities and climatic changes. We estimate end-of-year inflation to come in at 13.1%.





Easy steps to access your Wealth Planner



Step one – Log in via
arminvestmentcenter.com

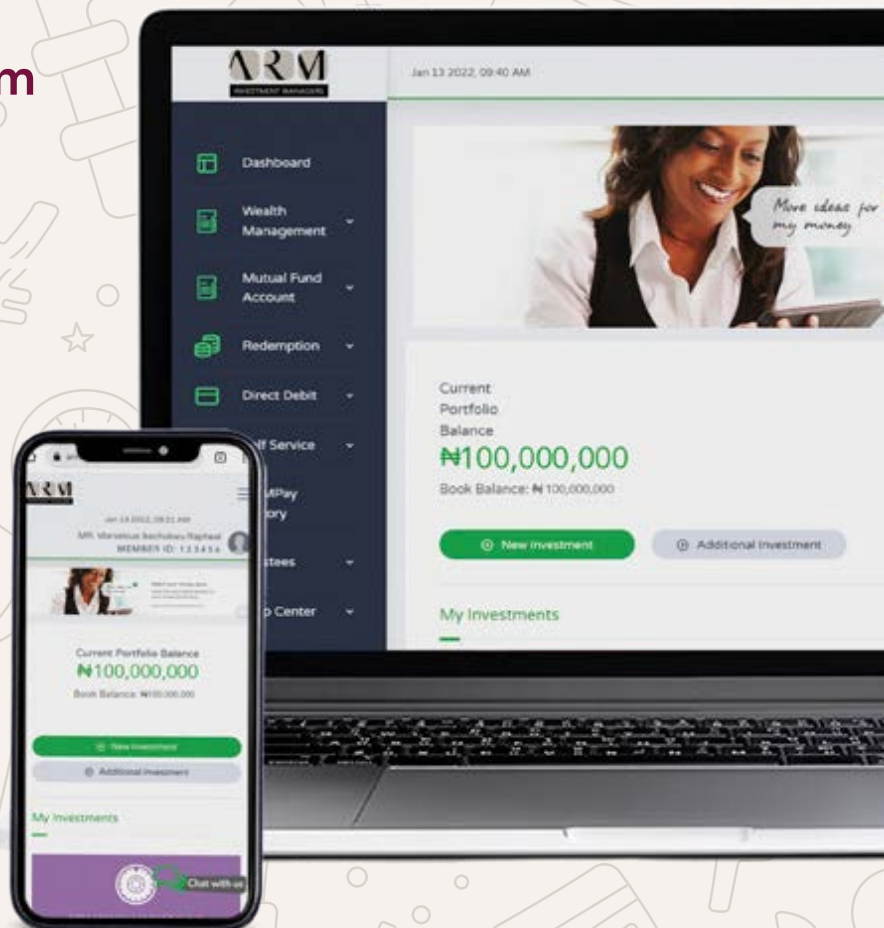


Step two: Enter your
membership **number**
and **password**



Step three - View
your dashboard and
start transacting

Got questions? Reach us via
email enquiries@arm.com.ng
call 0700 ARMENGAGE



My Experience so far

- Rolake Akinkugbe-Filani

18 months in and we had a chance to catch up with the Chief Commercial Officer, Mrs. Rolake Akinkugbe-Filani of Mixta Real Estate. She speaks on her journey so far, the impactful work Mixta is doing and her experience with the company along with some sound career and professional advice.

When and why did you join Mixta?

I joined Mixta in August 2020, about 10 months into a career break, after leaving as head of energy for a local investment and merchant bank. During my time off from full time work, I had discovered a new happier equilibrium that I didn't want to lose by accepting a new 9 to 5 immediately, so any new role had to really combine several skills I had explored more fully during my short career break. I realized it had to be a corporate environment with a strong 'entrepreneurial drive', where I had some flexibility to drive the overall corporate agenda, innovate, and pursue a path of intrapreneurship.

Prior to that short career break, I had spent the previous decade and more working on



the energy sector, and I felt I needed a break and a new challenge. I had invested in acquiring an executive MBA; and as investment principles go, I expected a return on that investment. I believed that qualification had positioned me for a new type of role that I could not find in my financial services role at the time. I wanted to position myself to make an impact in Nigeria and Africa infrastructure development. Working in an environment like Mixta Africa; a new industry that would stretch and challenge me, in a strong leadership role, and a cross-functional role seemed ideal.

As someone with multiple passions, that are not always related to each other, and sometimes actually quite far apart, choosing to take the career break provided me with the flexibility and variety I needed in my work, allowed me to explore my passions, self-manage my career path, and develop new skills and knowledge. More importantly, it helped me transition and pivot to the role and see the links between my work in the energy sector, and infrastructure and housing.

By the time Mixta came knocking on the door, it was clear this was the path I was to take.

Tell us about your experience with Mixta so far?

It's been an exciting but challenging journey.

The scale of what Mixta has done and continues to do in delivering world-class infrastructure solutions is quite daunting, and that challenge was a huge draw for me, since I realized I could make ripples of impact with the firm. I also believe that a revolution in other sectors like energy will only make sense in a world where Africa's more than 1bn people have shelter or have a home to go to, and more importantly, one that is connected or close enough to their source of livelihoods. Affordable housing is itself a key driver of many of the sustainable development goals(SDGs); it influences access to basic services and the health and well-being for households, providing a base for realizing both food security and energy security, sanitation and access to clean water.

As Chief Commercial Officer, I am responsible for driving the development and execution of a commercialization strategy with oversight responsibility for sales growth and optimisation within the group. It means I must take a global perspective on market opportunities, lead in new product

development as well as in the assessment and prioritization of geographic segments across Mixta's current footprint in Nigeria, Cote d'Ivoire, Tunisia, Senegal and Morocco; and commercialisation of the company's key hospitality asset - Lakowe Lakes Golf and Country Estate in Nigeria, and its extensive landbank. More recently, I have had the scope of my job enhanced by being appointed overseeing country executive and business partner in Cote d'Ivoire and Senegal, supporting the country manager in both markets in achieving financial and commercial goals.

It can sometimes feel like the weight of the company is on your shoulders daily! I'm pretty sure my other colleagues feel the same way. In a commercial role, you become obsessed with budget targets, growth, and revenue maximization opportunities. It can be stressful, because your KPIs are essentially the company's KPIs. To achieve my mandate as Chief Commercial Officer, across the group I need every part of the business to function efficiently and in harmony. One of the things I really enjoy and that has made my job easier is the leadership style of my boss, the CEO. His style is very inclusive, engaging, and he provides a lot of support.

What is the most meaningful aspect of your job?

Making a difference in the infrastructure landscape on the continent and the bid to build resilience against prevailing market conditions. Consumers need a way to finance their home purchases, and so trying to solve the demand challenge is probably the biggest piece of the puzzle, given the slow development of the mortgage industry, high interest rates, and weak credit check systems in Africa that make it hard to determine true eligibility.

Shelter is something everyone should have, but the reality is there is a deficit and beyond that is the funding gap. The question is how do we help people acquire their own homes? Mixta Africa is about building and delivering affordable housing and world-class real estate and infrastructure across the continent. What greater platform to make an impact?

I believe that home ownership is aspirational and a matter of legacy. It is a store of value; having a home is an asset. Helping to solve a problem and making an impact on the broader economy and economic development is key to me. Doing this and contributing to a sustainable development makes my job very meaningful. I am constantly in problem solving mode, and I get a constant kick and drive out of this.

Also, realizing that it is not just about being in charge but caring about those in your charge has helped me build relationships. The work we are trying to do is heavy, so I need to win not just the commercial battles, but the ones involving the hearts and minds of those I work with and those I can inspire to deliver on the company's vision.

What inspires you to be successful in your role every day?

It is the trust and confidence that has been placed in me by my employers. That, in itself, is a drive and an inspiration. The trust bestowed on me as a sector newbie is a major confidence boost, and the support of my colleagues has helped to quench that occasional feeling of 'imposter syndrome'. In addition, the ability to make a difference in the careers and lives of the people that work with me, is another source of inspiration. I have



always been very aware of professional visibility, so, for me, taking on this challenge and making a successful career pivot is something I would like to leave with the female professionals coming after me; and my desire to inspire them also inspires me.

The other inspiration thing is that, overall I realize that my success, and Mixta's success in this business is linked to many other economic variables; a system of financial inclusion and mortgages, a strong legal and regulatory framework, access



“Helping to solve a problem and making an impact on the broader economy and economic development is key to me.”

to long-term low cost capital, access to sustainable energy, technology and innovation, collaboration, an integrated infrastructure network across African economies we're in, the localization of the construction value-chain, and stability in macro-economic conditions.

Thus, I am constantly seeking out new partnerships and relationships to help achieve this dream. The work we do is so intrinsically woven into the fabric of economic development – if that isn't inspiration, I don't know what is.

What are the key factors that ensure operational efficiency in Mixta/ARM from your experience and where do you think we can improve or do better?

The biggest factor for me is technology.

Digital transformation is at the heart of operational effectiveness and efficiency. You cannot claim to be a developer or business that wishes to scale and not have world-class technology systems within your organization.

For me, I think that is a big driver of operational efficiency and nothing more. All the things like processes and procedures depend on technology so except you have a “fit to purpose” technology framework or ecosystem then you are going nowhere fast.

Tell us 3 things that keep you going when having a busy day?

First, the thought of going home afterwards to my kids and family, I always look forward to that.

Second is the ability to take a break. In practical terms, I've done this thing in my google calendar, the hour of 1pm-2 pm is blocked out daily. The description for that hour says, “Lunchtime, no meetings please”.

I obviously don't always use the hour for lunch; instead, I try to catch up on some work and strategic thinking. I also do it to avoid sitting in meetings back-to-back, which can sometimes be draining, at the end of day you can find you have sat in meetings all day and not really moved the needle. For me, having that time blocked out – as a non-negotiable zone-

out - is one of the key things that help me through the day. It helps me find the often-elusive balance and preserves some level of tranquillity away from the crowd.

Finally, the last thing that keeps me going during a busy day is anticipating the results of the work that we do and hearing the news that some houses were sold, or funds were raised.

Tell us about your most memorable day at work?

This is an interesting one - it must be the very first real estate presentation I gave at an external conference held in Eko hotel. The reception to the presentation was great and I ultimately felt like I belonged within the industry. It was a professional initiation of sorts. It was important to me to succeed because prior to then, I was more publicly recognised as an energy industry specialist. So, speaking as an expert in a field I am yet to be recognised in was initially nerve-wracking. For me, this was a memorable day because I was able to put away my fears, hesitation, and reservations. I rose to the challenge, delivered the presentation, and got great feedback at the end.

What do you enjoy the most about our company culture?

I really love the open-door policy that the CEO has. He's set the tone for how people across all levels should relate with each other. The idea of being able to walk into one's office anytime when there's a challenge or issue is great. It's like having an always-on dialogue. To have that type of company culture is fantastic and should not be taken for granted.

What are you most proud of regarding the company?

I am just proud of the work we do. Building infrastructure in Africa and getting funding for long-term infrastructure development is not easy. If we can do it, it just goes to show that Africa is ripe with opportunities. The idea of helping people lift themselves economically is fantastic because not only are we creating structures and homes for people to live as part of their social mobility in life but also, contributing sustainable economic development. It is fantastic we are able to do all these different projects across 5 countries and even more countries historically. I am proud of the legacy of the company, its roots within the ARM group structure, the legacy of leadership, and what the founders and visionaries have set out to do.

What career advice can you give to new and current staff of the company?

Come as an open book and have an open mind. Progress will only start when you acknowledge what you know and what you need to know, and then take steps to bridge the gap between the two.

By all means, get qualified, build yourself, gain the skills, bag those certificates, because after all you have to earn your place and seat at the table. But remember that so many other people are doing the same, so gaining a competitive edge will mean going the extra mile, learning how to join the dots between all your experiences, to create a unique narrative about who you are, and what you bring to the table.

If in doubt, find a mentor, but remember that a mentor is only as good as your ability to be self-starter. At some point as you rise higher, your technical skills start to take second place to your strategic skills i.e. your ability to lead with empathy, building lasting relationships, communicative effectively, think and reason critically and motivate, influence and inspire people to action. Don't take these skills for granted. Leadership is about influence not position. The position will come with hard work, and with your being intentional. Building a track-record takes time, but remember to record, acknowledge, highlight, and leverage past wins for future opportunities. Never just assume that the good work you do at every point in time will speak for you. You must be deliberate in showcasing this.



If you could change one thing in the company, what would it be?

This might sound a bit controversial, but I believe the future of work has changed. Productivity is not dependent on office time and we need to deeply consider flexible working for staff in a way that is structured, which prevents people from exploiting the company's generosity and allows our staff and people to thrive. That flexibility is something we must move to, it's not a matter of how but when.

Do you have any passions or hobbies outside of work?

Yes, most certainly, and too many to list all here, but I have been playing classical piano since the age of 5, and music has been a central feature of my life for many decades. So much so that I sat and took graded piano exams right through to grade 8, played in many chamber groups and orchestras while at school in Nigeria and overseas. I got the musical spark from my mum, who sang classical soprano for many years. In my early teens, having also discovered that I could play by ear, I started learning jazz and contemporary piano and have since featured in performing groups including here in Nigeria, where I held my first jazz piano concert in December 2014 with a band at Miliki in VI, shortly after moving to Nigeria from the UK. Music really helps me unleash my creative side, and the discipline and focus required for classical and jazz music has probably been the biggest contributor to the way I think today and the way I approach problem solving and reasoning.



TIPS TO HELP YOU STAY TRUE TO YOUR NEW YEAR RESOLUTION

The start of a new year is the perfect time to turn a new page, which is probably why so many people make New Year's resolutions. The new year often feels like a fresh start and a great opportunity to change bad habits and establish new routines that will help you grow psychologically, emotionally, socially, physically, or intellectually.

So, what can you do to make it more likely that you will keep your next resolution? The following tips may help you beat the odds.

Choose a Specific Goal

Every year, millions of adults resolve to "lose weight," "be more productive," or "get in shape" during the next year. Instead of selecting such an ambiguous goal, focus on something more concrete that you can realistically set your sights on. In other words, choose a very specific, achievable goal.

For example, you might commit to losing 10 pounds, making daily to-do lists, or running a mini-marathon. Be sure to make your goal realistic rather than drastic. Choosing a concrete, achievable goal also gives you the opportunity to plan exactly how you are going to accomplish (and stick to) your goal over the course of the year.

Limit Your Resolutions

While you might have a long list of potential New Year's resolutions, Richard Wiseman, a professor of psychology at Hertfordshire University, suggests that you pick just one and focus your energies on it rather than spreading yourself too thin among a number of different objectives.

Achieving even one small goal can boost your belief in yourself. For larger goals, consider breaking them apart into manageable chunks to work on one at a time.





Start With Small Steps

Taking on too much too quickly is a common reason why so many New Year's resolutions fail. Starting an unsustainably restrictive diet, overdoing it at the gym, or radically altering your normal behavior are surefire ways to derail your plans. Instead, focus on taking tiny steps that will ultimately help you reach your larger goal.

If you have resolved to run a marathon, start out by going for a jog two or three times a week. Slowly, work up to longer runs and exercising more days per week.

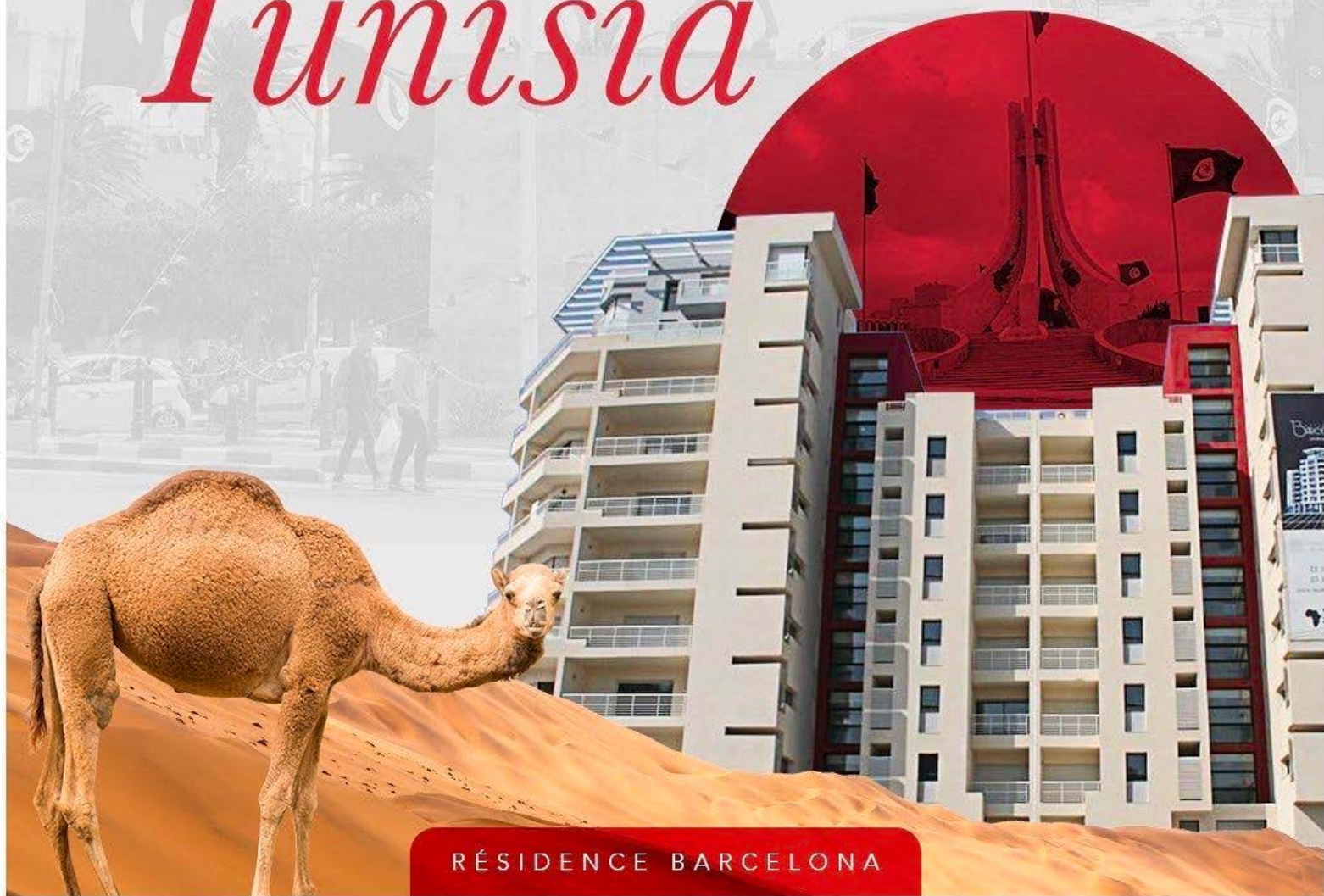
Put Time Into Planning

Don't wait until the last minute to choose your goal. Picking your resolution wisely and putting in extensive planning are essential parts of achieving any goal. Experts suggest that you brainstorm how you will tackle a major behavior change, including the steps you will take, why you want to do it, and ways you can keep yourself on track. Creating a detailed written plan can help you stick to your goal.



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