



NBCC PSG  
**Digest**

# **Recruitment, Retention & the Rise of the Gig Economy**



## **Nigerian-British Chamber of Commerce Professional Services Group Bulletin**

Fifth Edition





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# President's Remark



Dear Distinguished Member,

You are reading the fifth edition of the bi-annual Professional Services Group (PSG) Digest. The PSG was established to provide a forum where our members in the professional services sector can come together to network and deliberate on as well as create awareness around topical relevant issues that will ultimately lead to the development and growth of the members and contribute to our advocacy efforts.

The theme of this edition is "Recruitment, Retention & the Rise of the Gig Economy" and it focuses on the gig economy, legal principles around employment, talent management, "brain export", the talent war, and the future of work.

Thanks to the spread of the Internet, the traditional workforce has already undergone significant changes. E-mail and other forms of communication have made work more flexible and brought people together, even where they are geographically far apart. It has also enabled the rise of the gig economy. Today, work has become very flexible and the traditional 8 to 5 model of work from the office is fast giving way to fully remote or hybrid models. People are now able to embrace a more creative and efficient work life, taking on short-term work at will or need. This is known as the gig economy.

The gig economy is about exchanging labour for money between individuals or companies through digital platforms that directly connect suppliers and customers on a short-term or pay-as-you-go basis. The gig economy has ballooned in recent years and was accelerated by the Covid-19 pandemic. According to a report by Mastercard, global transactions associated with the gig economy will grow by 17% annually to about \$455 billion by 2023.

This publication aims to highlight what these disruptions entail and to also provide some clarity on the imperative of embracing the emerging trends and the future of things. It also provides perspectives on the future of work, and the opportunities it presents to businesses and talent.

I am assured you will find this edition of the PSG Digest and commend the same for your reading pleasure.

Thank you.

Bisi Adeyemi  
President & Chairman of Council

# Chairman's Remark



The COVID-19 Pandemic has had profound effects on society, the economy, and health across the globe. Notwithstanding these difficult circumstances, a lot of businesses and their employees have taken a variety of steps to adapt to what we would describe as the 'new normal'

One of the many needs organisations has come to deal with aside from having returns in the positives is recruitment, retention & the rise of the gig economy. Many working professionals today opt to dabble in the gig economy because it offers greater flexibility than the stability of conventional 9-to-5 working. Many organisations need to recognise that the gig economy will play a larger role in the future of work.

Organisations have been subjected to developing a strategy to efficiently recruit and manage the right talents. This has become an important need, particularly in the HR sector with the high growth rate of the gig economy, and the great resignation.

This Fifth Issue of the NBCC's PSG Digest attempts to discuss this with articles focused on various concerns with the gig economy. From the legal implications to the technological advancement needed in the various sectors to fit into this economic trend. I am confident that in addition to bringing enlightenment, it will also inspire member organizations of the NBCC to begin to take another look at their HR strategies in relation to recruitment, retention & the rise of the gig economy.

I wish to sincerely thank all those who contributed articles and the members of the editorial board for yet another edition of the NBCC PSG Digest.

Happy reading.

**Nnamdi Okonkwo**

Chairman, Professional Services Group, NBCC  
Managing Director, Hexagon Shelters Ltd



# Editor's Note

A portrait of Bode Olanipekun, SAN, a Black man with a shaved head and a light beard, wearing a dark suit, white shirt, and striped tie. He is looking slightly to the right of the camera with a neutral expression. The background is a solid grey.

The gig economy, which is driven by the digital revolution, is characterized by a rising tendency among people looking for contract employment and temporary jobs. The job market for flexible workers is also increasing. In fact, some businesses are having greater trouble than ever keeping gig workers in the present labor market.

This Fifth edition of PSG Digest, the *Nigeria British Chamber of Commerce - Professional Services Group's Digest* with the theme **recruitment, retention & the rise of the gig economy**, beams the light on these emerging concerns. The aim is to highlight how the gig economy has affected workplace operations, talent management in this new economic trend, and legal rudiments.

Specifically, this edition features articles contributed by subject matter experts and experienced professionals. It also captures how the rise of the gig economy has changed the conventional employment pattern and workplace operations. Talent management and all the concerns on brain export and the talent war were spotlighted.

The overarching message really is that we must pay attention to our talents and begin to align our organisation's business strategies towards taking advantage of the opportunities the gig economy has to offer. This is to ensure we achieve the right organizational change for proper recruitment and retention of employees.

Many thanks to all those who contributed articles to make this edition possible. I urge you to share copies of the newsletter with people within your professional network.

Thank you.

**Bode Olanipekun, SAN**  
Managing Partner, Wole Olanipekun & Co  
Editor-in-Chief



## GIG ECONOMY: Rethinking Of Legal Systematics



**Bode Olanipekun, SAN**  
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The important term for the subject of discourse is the word, *“Gig Economy”*. The root word, ‘Gig’ has been subjected to varying definitions spread across different dictionaries. However, **The Oxford Advanced Learners Dictionary** defines the word *‘Gig’* as a job, especially a temporary one. The modern usage of the word can be traced to its earliest usage describing a *‘Part-time brakeman for the Southern Pacific Railroad in San Jose’* in a piece written by Jack Kerouac in 1952.

Hence, the term, *‘Gig Economy’* has become a predominant name, often viewed as an industrial and technological revolution to the conventional permanent and life-time job. Amongst other things, the Gig economy has been characterized as the freelance nation, the peer-to-peer economy, part-time work, etc. It connotes a new economy reality where workers are freelancers, not working at a permanent job, and are free to pick any project, as time and schedule permits. They are able to work anywhere without necessarily having a physical office or workstation, whilst working on other jobs.

Gigs suggest independence, not just as to time, but financial independence as well. A worker is able to work on as many jobs as he can handle, aided by information communication technology for communicating and delivering whatever tasks are assigned. The attribute of this industrial revolution is quite alluring as the fate of each

worker is in his hands coupled with unrestricted freedom. As such, a worker can choose to start or stop work at any given time without any threat or worry as to his means of survival. As much as the Gig Economy has a lot of benefits, it is not without its shortcomings.

Take for instance, Uber, it is a popular technology platform whereby with the aid of a smartphone or digital device, a user can request for a private ride in exchange for a fee. The customer is, subsequently, connected to a nearby driver or rider who comes to pick the user up at a pre-determined location. Quite astonishing, ‘Uber’ a successful private transport company itself does not own any cars, but only connects its users to drivers that have Cars. In return, these drivers get paid via commissions from each fare. A driver can select days to work and even specific hours to work whilst juggling other jobs. This applies to Bolt as well, a rider and driver app, makes it easy for people to get around.

Upwork and Fiver have the same modus operandi as well. Users can either sign in as a freelancer or a client. As a client, you post the project on whatever field, soft or hard skills needed, and freelancers send in proposals for the client to review and subsequently select the talent, independent contractor, or agency who is the best fit for the job, after the details such as the job description, timeline, deadline, budget, mode, and manner of payment would have been determined beforehand.

It is however important to note that the word *‘Gig’* or *‘Gig Economy’* does not specifically connote digital, or internet-enabled independent jobs. Summarily, a Gig Economy means a free market system where temporary positions, freelancers, independent contractors, and project-based workers are common and organizations hire temporary, part-time hires, or independent workers



for short-term commitments. The key words here are: 'Short-term commitments, Temporary Position, and independent workers. Therefore, even a bricklayer or people employed for labor in a construction site to move blocks, granite, and sands from one spot to the other, are also key players of the Gig-Economy, because the contract between the contractor and independent work is only for a short time.

While the above exposition should not be construed as an attempt to take coal to Newcastle, it is rather to lay a template to ease a constructive analysis of the Nigeria Legal Framework geared towards making workable recommendations on rethinking our legal systematics.



### **An Appraisal of the Nigeria Legal Framework for the Gig Economy**

As earlier noted, the Gig Economy is a cultural and business shift due to the flexibility it affords. Although this shift has been for a long time in several jurisdictions, it was just recently recognized and embraced on a larger scale in Nigeria consequent on the emergence of the Covid-19 Pandemic. Due to the compulsory lockdown, the resulting effects on the business economy and hiring trends, both employers and employees had to deploy new ways to adapt to the new normal by exploring flexibility with the aid of digital technology.

In today's Nigeria, Gig workers are not under a separate form of employment regime or laws guiding them. However, our laws, as will soon be examined reveals vulnerability of gig workers and players of the gig economy, whose existence was neither envisaged by the drafters of the letters and spirit of our laws, neither regulated nor contemplated by any law. **N. Ejims Enuke**, in the study, *The Employment Status of Nigerian Workers in the Gig Economy: Using Uber as a Case Study* noted that:

*“The inability to adequately classify gig workers in Nigeria is hugely influenced by the various loopholes that currently exist in our extant laws and the dearth of case laws on gig employment. In the same breath, the Nigerian government is caught in a web of either allowing these companies have a field day in order to be seen as promoting economic growth and investment or the agitation by organized labour to protect the workers from exploitation. Thus, they have failed to provide a statutory footing to gig workers or any other non-traditional model of employment. In addition, employers take advantage of these to continually hire workers to fill employment positions.”*

Nonetheless, in determining the position of the Law as it relates to the Gig Economy and Gig Workers, who generally fall under the classification of Nigeria workers, recourse shall be made to the applicable Statutes to labour and employment: – the Constitution of the Federal Republic of Nigeria 1999 (as amended), Labour Act, Employees Compensation Act, 2010, National Minimum Wages Act, Pension Reform Act, 2014.

- **Constitution of the Federal Republic of Nigeria 1999 (as amended):** The Nigerian constitution generally provides that the right work conditions in which an employee will be engaged must be just and humane, with the health, safety, and welfare of all persons in employment safeguarded, as well as the acknowledgment and maintenance of human dignity, and the right to a fair hearing and the benefit of being heard in the determination of their civil rights by a proper body. The National Assembly is exclusively empowered to legislate on labour-related matters - trade unions; industrial relations; conditions; safety and welfare of workers, industrial disputes; prescribing a national minimum wage for the federation or any part thereof; and industrial powers. Accordingly, the National Assembly has the power to enact laws for the federation or any part of it in regard to the health, safety, and welfare of persons employed to work, and for the purpose of protecting the interest of Nigerian workers.
- **Labour Act:** The Nigerian Labour Act is the principal law that governs employment-related matters and the relationship between an employer and employee in Nigeria. The Act uses the word "workers" to describe employees and it defines workers as *"any person who has entered into or works under a contract with an employer, whether the contract is for manual labour or clerical work or is expressed or implied or oral or written, and where it is a contract of service or a contract personally to execute any work or labour"*. There are also certain categories of persons excluded from the definition of workers, but governed by the terms of their contract of employment. The labour act also prescribes that a worker is provided with a written statement as to the duration of the contract, rate of wages and method of calculation, manner of pay, terms and conditions relating to hours of work, holiday pay, conditions for incapacity to work, leave/medical/special allowance, or other special



conditions of work. Also, the act provides for the issuance of notice in writing, and other conditions for termination of contract.

- **Trade Union Act:** Trade is defined as *"any combination of workers or employers, whether temporary or permanent, the purpose of which is to regulate the terms and conditions of employment of workers, whether the combination in question would or would not, apart from this Act, be an unlawful combination by reason of any of its purposes being in restraint of trade, and whether its purpose does or do not include the provision of benefits for its members"*. In essence, what this means is that every worker, either permanent or temporary, has the right to form a trade union or join an already existing trade union. These trade unions in turn act as pressure groups who will help serve as a watchdog and safeguard the rights of its members.
- **Employees Compensation Act, 2010:** This Act provides that employers of labour in both the private and public sectors make provision of a certain percentage of the income of employees to be deducted and remitted to an Employee Compensation Fund, and in the event of death, injury, disease, or disability of the employee arising in course of employment, the sum should be payable to the employee as a scale of compensation, or in the case of the deceased, the deceased dependents, widow(er), or children. Consequentially, once the compensation is paid, it bars the employee, or dependent from instituting legal action.



- **National Minimum Wages Act:** This Act simply prescribes a national minimum wage and provides a legal framework for seamless review of the national minimum wage.
- **Pension Reform Act, 2014:** This Act was enacted to regulate employment-related matters, promote, and govern the administration of the uniform contributory pension scheme for both the private and public sectors. Section 2 provides that Private Sector employers, with fifteen (15) or more employees, must establish a contributory pension scheme for the benefit of employees, where retirement benefits would be paid from. Employers with less than 3 employees or self-employed persons are entitled to voluntarily establish schemes, following guidelines issued by the National Pension Commission.

### Contractual Implications

Having examined the earlier highlighted legal instrument, the question now is, how adequate has these laws been able to capture the framework and status of the Gig Economy and Gig Workers? How much has been incorporated in our laws, and how much legal protection and regulation are afforded? It is evident that there is a legislative oversight and lacuna which undermined the protection of gig workers and hampers the growth and development of the Gig economy.

First and foremost, it is clear from the definitions cited above that they do not expressly refer to the Gig Economy, although, the Labour and Trade Union Act, recognizes the place of temporary work, which is one of the key attributes of the Gig Economy. This loophole with respect to a specific legal regulation of the Gig economy, as opposed to a generic regulation of workers, is therefore not unconnected to the increasing use of gig workers, independent and short-term contractors, due to the fact that employers indirectly escape the legal obligation required as provided for by the 1999 Constitution, the Labour Act, Trade Union Act, Minimum Wages Act, Employees Compensation Act, etc. The available definitions

in the Nigeria Legal Framework relate basically to the traditional model of employment, leaving out the non-traditional model of employment which the Gig Economy falls under, although it is alien to the country.

In addition, employment-related disputes between the traditional employer and employee is within the exclusive jurisdiction of the National Industrial Court (NIC) established under the 1999 Constitution (as amended), but in the event of a dispute between an independent worker in Nigeria, who is being exploited either by Unfair Wages, Poor Remuneration. Unjust Work Conditions, Reduced Pay, Rights, Termination Clauses Employee Privacy, Data Privacy Rights Confidentiality, Social Isolation, Overwork, etc. by an Independent Contractor in another country, what then can our national Courts do to salvage the situation? Or the other way round, an independent worker in Nigeria who has failed to live up to his/her own terms of their short-term contractual agreement, what can our law do to perpetrate justice?

There are yet many questions that beg to be answered, which only point to the inadequacies of our Law to meet up with every dynamic nature of our society, and therefore calls for a rethinking of our legal systematics. With respect to the provision of the Trade Union Act, can freelancers, and independent workers form and join trade unions of their own, even if they can, and to what extent will the effectiveness and efficiency in enforcing and looking out for its members?

There seems to be a lack of contractual legislation contract the gig economy falls under. Particularly for the digital-enabled gigs, most independent workers do not read nor do they understand the terms and conditions, all they do is agree on all in a haste to join and make their income on the platforms. However, these terms and conditions are usually subject to change without prior notice to users. It is therefore high time discussions are intensified on how the terms and conditions of the different players of the gig economy consider global practices and as well



conform to the local laws of the countries they operate, and also create an avenue for transparency and give room for government regulation. For instance, the ability of the Lagos State government to regulate Bike-Hailing Startups, and its seemingly clash with the government's transport initiative led to the Ban of Gokada, MAXOkada, Oride, etc.

### **Recommendations and Conclusion.**

Several diverse legal issues arise with the emergence of the Gig economy with the focus being on the employees, which includes overwork, irregular working hours, sleep deprivation, and exhaustion. A 2021 Report of the World Health Organization (WHO) and the International Labour Organization noted that the Gig Economy is a significant factor for the increase in worker deaths for those who work over 55 hours a week, a move from 66,000 deaths in 2000 to 750,000 in 2016, which indirectly also raises issues of poor mental health conditions of gig workers. Hence there is an urgent call for a statutory regulation of the Gig economy to protect employees, and ensure compliance with best practices as mandated in the

Labour laws. Of course, the Gig economy may mean increased pay for Gig Workers, nonetheless, it subjects them to exploitation because due to the specific nature of the economy, contractors or employers no longer feel obliged to pay cognizance to important legal issues and implications such as the health, safety, privacy, terms and conditions for termination of contract, pensions, minimum wage, adequate compensations for independent workers who survived injury or other in the course of duty as mandated under the relevant Statutes.

Therefore, it recommended that the extant Labour laws are reviewed or new laws promulgated to codify regulations to protect workers in the Gig economy, by ensuring employers provide them with the traditional benefits accruable to traditional workers. A legal regime where Independent Employees are entitled to the same protection afforded to traditional employees. Proper and detailed regulation of the Gig economy for a worker-friendly environment, increased transparency, and stronger collective organization of workers will aid the government to tap into to field and generating revenue income in that field.



The Nigerian economy suffered greatly from the covid-19 Pandemic; although the economy recovered with a positive growth of 0.5%, 5%, and 4%, in Q1, Q2, and Q3 of 2021. Notwithstanding this growth, Nigeria's unemployment rate rose to 33.3%, that is, approximately 23.2 million people are unemployed. The Gig economy should be supported to thrive which will positively act as a catalyst to revamp the economy in the area of closing the unemployment gaps.



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# The Competitive HR Sector: Winning the Talent War

The Talent war is a global phenomenon; the case for Nigeria is more precarious as we are also faced with a mass exodus of talent from the country, popularly called “Japa”. Nigerian talent is looking for more than job security as it was in the past. People are quitting their high-paying jobs to start life as Western world postgraduate students.

## Globally recruiters/organizations are finding it difficult to attract and retain.



**Erefa Coker** (CHARTERED FCIPD)  
Managing Consultant, Doheney Services Ltd

According to research by *Cendex* on the pandemic impact, 30% of organisations report that their employees rank benefits and reward packages higher than salary; pay is still the number one priority for workers. Within sectors where the talent competition has been traditionally tight, this sentiment is especially felt, with over 56% of employees in the IT & Telecoms industry citing pay as the most important factor for candidates. This figure rises to 60% in sales and marketing and 67% in the legal sector. But attracting the right talent is only half the battle- businesses also have to be concerned with retaining that talent, as 59% of employers expect staff to resign and take their skills elsewhere. As a result, employees demand higher wages and benefits

because the war for talent favours them. So how can organisations win the talent war?

Companies need to be flexible in their recruitment. To attract and retain the people you need, you must create and perpetually refine an employee value proposition: senior management's answer to why a smart, energetic, ambitious individual who has decided to stay in Nigeria would want to come and work with you rather than with another organisation..

## *You must focus on how you will recruit great talent and develop, develop, develop!*

Explore alternate talent pool HR departments should explore developing an alternate talent pool to attract talent. Examples of an alternate talent pool

1. Emerging talent
2. Returner program

One of my personal favourite alternate talent pools is the returner program. There are companies like **Wisabek Projects Limited** who

are partnering with organisations to get returners to the workplace. A **returner programme** offers returners who have taken extended career breaks and are keen to return to their profession a re-introduction to the workplace and address issues such as confidence and updating industry-specific knowledge. Businesses benefit from developing a pool of experienced talent.



# How do we retain talent once we attract them?

## Offer Flexible Working

Adopting a remote working culture is another approach organisations can take to win the talent war. According to research by *Cendex*, 56% of IT talent would rather accept a remote role than an onsite one. Professionals want options that allow them to have lives outside of work with the people they love. By providing flexible work schedules, organisations can demonstrate their understanding of the candidates' needs - which is invaluable when trying to win over top-tier talent. There are many benefits to offering flexibility to candidates, such as a reduction in operational costs and increased employee retention. This is achieved when people can work remotely, offering flexibility and demonstrating trust and value in their skills. Overall, this gives organisations an edge to win the talent war.

## Investment In Employee Development Programs.

Employee development programs are a perfect investment for companies. By providing employees with opportunities to learn new skills and stay up-to-date with industry trends, we can make them more valuable contributors to the team. These programs can also help reduce turnover by making employees feel more invested in their work and career development. As much as possible, organisations should give employees the power and tools needed for maximum productivity.

## Building An Enabling Culture

Promoting a healthy workplace culture is one way to curb attrition. Employees can develop new ideas and solutions to help companies achieve their goals by encouraging collaboration and teamwork. An inclusive culture will also help breed a positive environment where employees feel supported and appreciated, leading to higher satisfaction and increased productivity.



Conclusively, there are plenty of new trends in Human Resources that are dramatically changing the hiring process for businesses - and making it easier to identify and hire the best employees. These recent trends are also helping employers retain these valuable employees for extended periods. For an employer to come out ahead in this "talent war", it is essential to take advantage of these modern HR trends.



## Brain Exports: The Optimal Path to Growing the Nigerian Economy



**Andrew S. Nevin (PhD)**  
Partner & Chief Economist,  
PwC

What is Nigeria's best development path towards prosperity given its unique circumstances and position in the world today? How can Nigeria achieve global superpower status in about 10-20 years? These are the guiding thoughts behind our recent white paper: **Brain Exports: The optimal path to growing the Nigerian Economy**. In it we recommend placing Nigerians in high-end Global Value Chains (GVCs) as the best path forward. This position became apparent after significantly evaluating relevant trends impacting today's global business landscape.

Brain export occurs when a Nigerian physically in Nigeria is inserted into global value chains and exchanges their brain capital for foreign currency which is then remitted to the country where the talent is physically located.

### The path to development

Development as a concept has evolved. It once connoted industrialisation but recently has become a metric for assessing a people's quality of life, measured by factors such as access to wealth and opportunities for individual or national growth. As a result, development remains the goal of every forward-looking nation, even those that have achieved industrialisation. The traditional path of development is to transition from agricultural production to low-value manufacturing before engaging in higher value-added manufacturing. Unsurprisingly, there are suggestions that Nigeria follows this path to climb the proverbial economic ladder.



**Chiwueze Ihebuzor**  
Senior Manager | Disruption & Innovation,  
PwC

In the last few decades, this traditional approach to development has led countries including Taiwan, South Korea, and the People's Republic of China down the path of growing manufacturing capabilities, leveraging relatively cheap labour amongst other comparative advantages. It took South Korea 54 years (1953 - 2006) to attain a GDP per capita of USD21,700 with a population of 48 million people; while Taiwan took 59 years (1952 - 2011) to have a GDP per capita of USD20,100 with a population of 23 million people. The results of following the traditional development path for these three Asian countries have been quite clear and remarkable. However, the time it took, or is still taking in the case of China, is important to note.

### Nigeria's Brain Capital Advantage

The OECD describes Brain Capital as a measure of brain health and brain skills encompassing emotional, behavioural and cognitive health across an individual's lifespan that enables their productivity. In an increasingly digitised and global economy, brain capital is crucial seeing as brain skills such as creativity, intelligence, systems thinking and more are leading to innovation - a measurable and crucial 'deliverable' of worker productivity today.

Nigeria has a significant Brain Capital advantage with a large youthful population with an average age of 19 years. Considering the ageing population in countries such as Germany, Japan, Italy and the United States, it is estimated that the worldwide working-age population will see a 10% decline by 2060. Japan in particular tops this list with 28% of its population above 65 and Italy comes second with 23%. In contrast, only 2.7% of the Nigerian population is above 65 which means Nigeria is strategically positioned to supply labour to the global market, a strong comparative advantage.

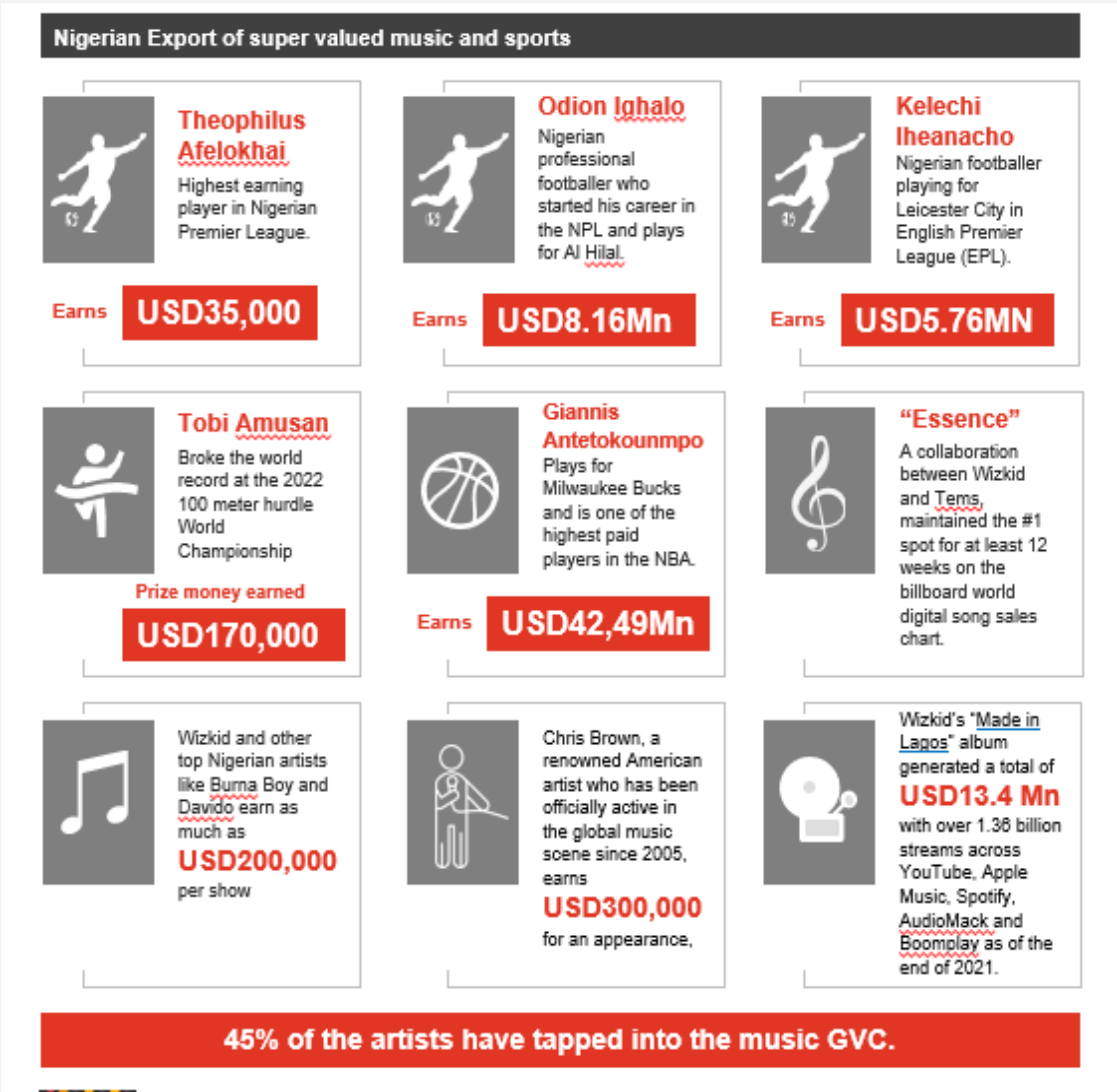


Global Service Delivery by Nigerians has Already Started

Nigeria has shown, across several service sectors, including entertainment and sports, that it has talent that can compete and win opportunities in the global market. Earnings of Nigerians who have tapped into GVCs significantly outclass their counterparts who may be considered equally capable but who operate only in the Nigerian market.

Global Value Chains (GVCs)

According to ScienceDirect, GVCs refer to international production sharing, a phenomenon which breaks production into activities and tasks in different countries. It is the full range of activities (design, distribution, marketing, production, and support to the final customers, etc.) that are divided among multiple firms and workers across geographies to bring products from the concept



stage to their end use and beyond. GVCs are the physical representation of globalisation, which is fundamentally about the flow of materials, goods, information, knowledge, finance, and people. In the past, entering into the global value chain would require getting the right education, migrating and joining the diaspora.

Today, the cost associated with this entry has reduced as barriers to entry including acquiring education have been lowered. In addition, the remote work culture accelerated by the global Covid-19 lockdown has also supported the growth and ease of entry into GVCs.

Nigeria must now respond by moving from exporting the lowest value-add product (crude oil) to Brain Exports: exporting Nigerian Brain Capital and receiving foreign cash flow along with other value-adding benefits critical for economic development. The demand of the global high-value services job market provides Nigerians with substantial opportunities, particularly in the ICT and software development spaces.

Conclusion

The traditional development path worked for Korea, Taiwan, and China but is not Nigeria's optimal path because of the high value of investment required and the prolonged timeline to achieve success, so we strongly do not recommend this path.

Brain Exports (exporting Nigeria's Brain Capital) is an effective solution already being implemented and needs to be scaled as there is much room for growth. The key, however, needs support from the right government policies and initiatives. The Brain Export Strategy requires a relatively lower investment than is required to follow the traditional (agriculture to manufacturing) development path and is also less risky as the investment is decentralised, the sectors are diverse, and the markets (and customers) are many. In the mid to long term, Brain Export has the added advantage of boosting confidence required for large ticket single investments in Nigeria, the size of which is needed for further exponential growth

Cash flows from international remittances, a practical example of Nigerian Brain Exports, have shown that Brain Exports can significantly outperform Nigeria's current oil revenues with the benefit of being more resilient in the face of global economic changes. Nigeria will not be the first country to travel the path of Brain Export, and the size of the opportunity along the path is increasing (the BPO market is growing at 5.2%) meaning that the window will remain open for the foreseeable future.

The Nigerian population is young and vibrant, which presents a strong comparative advantage. Brain Export is a solution that can unlock the potential of this dynamic asset class and spread prosperity across Nigeria's regions. There are only a select number of possible things that the Nigerian government needs to focus on, including readily accessible and affordable bandwidth and power, policy, and some level of support for upskilling Nigerians. One takeaway is that Nigeria needs to start treating education as an infrastructure for development, not a social service, especially digital education, as screen-based interactions have become as fundamental as reading and writing.



Note: This is an excerpt from our publication of the same title. Full version is available here:  
<https://www.pwc.com/ng/en/publications/brain-exports-growing-the-nigerian-economy.html>



## EVOLVING INTO A NEW WORK CULTURE

In a typical office setup, all employees were required to show up for work each day and could only work while in the physical office. This allowed organizations to easily cultivate an office culture, as their entire workforce was situated in a place. Today, this is no longer feasible as a growing number of businesses offer a hybrid work model where employees can alternate between working in the office and remotely while offering countless benefits. However, It can be challenging building a work culture for your organisation when employees are not together in a building or workspace to interact face-to-face.

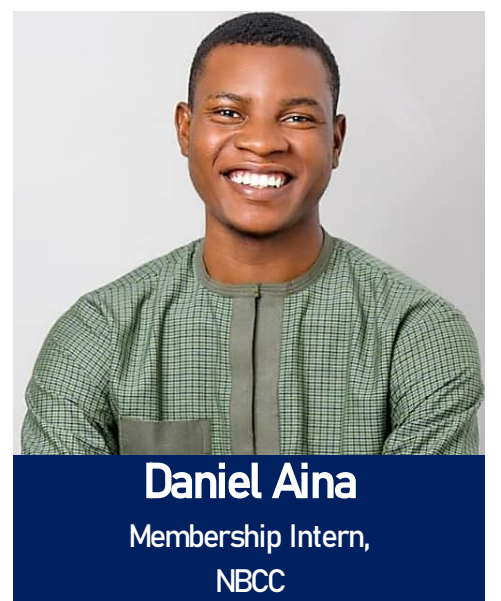


Every workplace has a distinct culture that develops through time through interactions between the people who work there. The world has evolved, and so has work. It is crucial to look for a place of employment where you feel there is room for advancement because workplace culture can impact employees and vice versa.

The workplace atmosphere is made up of a variety of attitudes, beliefs, and behaviours collectively referred to as work culture. Healthy workplace cultures take individual well-being into account and integrate employee behaviors and corporate policies with the organisation's overarching objectives. Your attitude, work-life balance, prospects for growth, and level of job satisfaction are all influenced by the workplace culture. Work culture evolves based on the behaviours of the people within the organisation, from management to entry-level employees. Company leadership sets the tone for organisational culture through its policies, benefits, and mission. Managers shape organisation's culture from their hiring practices, where they can select applicants whose personal vision aligns with a healthy work culture. The physical environment of a workplace also influences culture, with many offices opting for an open floor plan, natural lighting, and the inclusion of perks such as in-office gyms and break room amenities.

## WAYS TO EVOLVE INTO A MODERN WORK CULTURE

- **Make a sound business case for change:** This will provide an explanation for the "Why this? Why now?" dilemma and lay the groundwork for the change-delivery effort.
- **Involve everyone in a collaborative definition exercise:** is a reflection of all of its members. Everyone must therefore contribute to its definition.
- **Lead the effort through a senior staff member:** The initiative must be driven by a senior executive within the company. This shows how significant the activity is to the corporation as a whole.
- **Demand a growth mindset from the entire team:** More than half of culture transformation initiatives fail either as a result of employees defending the status quo or senior leaders not modeling the desired behavior.
- **Provide clear, unambiguous communication:** Staff tension and anxiety can be reduced by maintaining high-level communication throughout the effort. Set goals for the required personal change as well as the culture definition activities.



## THE GIG ECONOMY: The New Future of Employment



**Aribisala Ayodeji**

Business Director,  
Intense Digital Limited

The technology sector in Nigeria is growing rapidly. This growth is largely driven by the increasing use of mobile phones and the availability of cheap data. However, the sector is not immune to the challenges faced by the wider economy, including the high level of youth unemployment and the lack of decent work opportunities.

Work has always been a necessity for humankind. In the past, jobs were generally tedious and unfulfilling. Now, technology is creating new forms of work that are less frustrating and more efficient. One type of work that is changing fast is Gig work.

The technology sector is largely made up of small businesses and individual entrepreneurs. These businesses often rely on gig workers, who are hired on a short-term basis and paid per task or project.

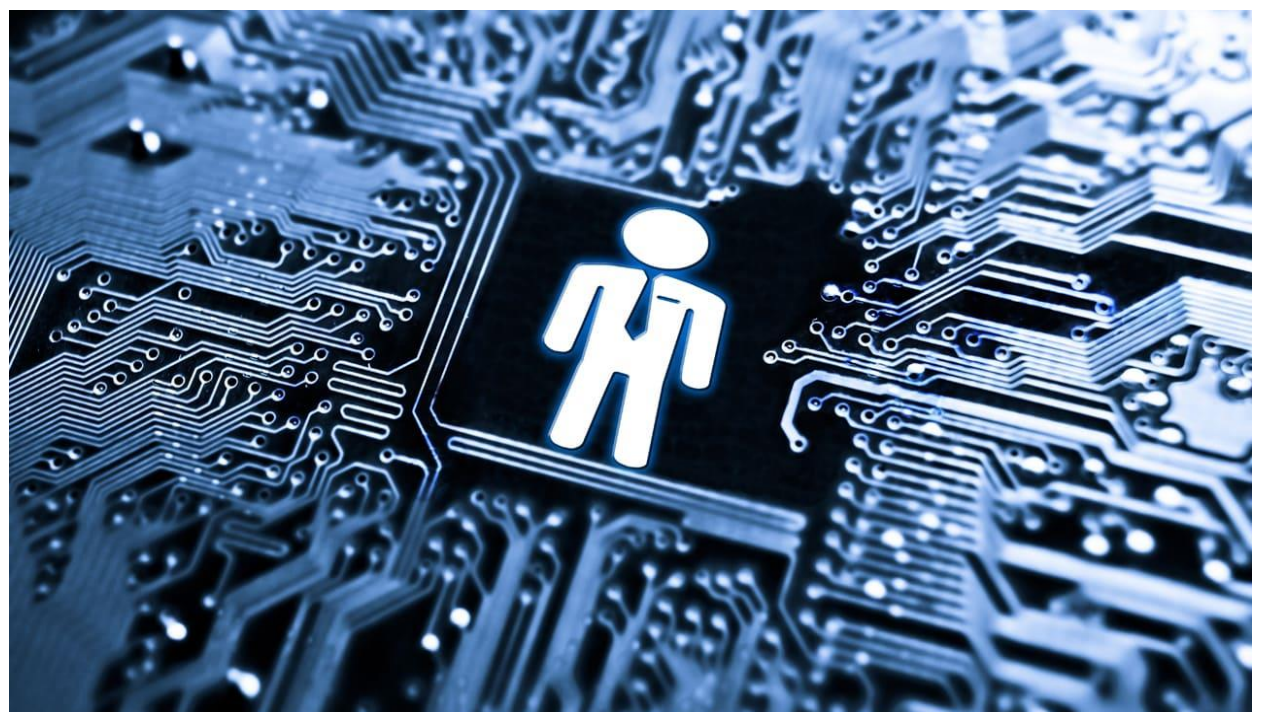
This is the era of freelance work, short-term contracts, and project-based work. The gig economy is growing rapidly, and it is estimated that by 2026, more than 30% of the workforce will be in some form of independent work.

The gig economy is a labour market characterised by the prevalence of short-term contracts or freelance work as opposed to permanent jobs. The rise of the gig economy has been fueled by the growth of online platforms that connect businesses with freelance workers. These platforms make it easier for businesses to find workers for short-term or one-time projects, and they give workers the flexibility to choose when and where they work.

Although the gig economy has been criticised for its lack of job security and benefits, it has also been praised for its ability to provide work for those who might not otherwise be able to find it.

This presents a great opportunity for Nigerian companies. They can take advantage of the global trend by hiring freelancers from around the world to work on specific projects. This can help them to save money on overhead costs, and it also gives them access to a global talent pool.

Younger people with very in-demand skills like programming, video editing, and graphic design also have the opportunity to export their skills to foreigners who might like to outsource their projects to equally capable hands in developing countries like Nigeria where they are likely to be charged less than the market price. This has provided such freelancers with a high income due to the poor exchange rate on the black market.





The benefit isn't limited to only the workers, companies can also benefit. Nigerian companies can benefit from the gig economy in a number of ways. The first is that they can reduce their overhead costs. With the gig economy, companies don't have to maintain a large workforce on their payroll. They can instead contract workers as needed, which reduces their labour costs.

Second, the gig economy allows companies to be more nimble and responsive to changes in the market. They can quickly bring on new contractors to meet changing demands, without having to go through the time-consuming process of hiring and training new employees.

Third, the gig economy helps companies to become more innovative. By working with a variety of contractors, companies are exposed to a variety of ideas and perspectives, which helps them to come up with new and innovative solutions. Overall, the gig economy provides a number of benefits that Nigerian companies should take advantage of.

The gig economy isn't perfect to say the least, it can be challenging for workers. The challenge with the gig economy is that it can be difficult to find long-term work. Also, working for multiple clients at the same time can be stressful and overwhelming. There are also no guarantees of stable work or income, which can be risky for freelancers.

If you are wondering how you can get involved in the gig economy. It's actually quite simple. If you have a skill or talent that you can offer to others, there is probably a way to monetize it. There are many websites and platforms that allow people to find gigs. All you need to do is create a profile, list your services, and wait for clients to contact you. You can also market yourself on social media or through word-of-mouth.



***The gig economy is a great way to make money on your own terms. So what are you waiting for? Start freelancing today!***

The gig economy is changing the way work is done all over the world, and Nigeria is no exception. More and more people are choosing to work gig jobs and for good reason. Though the gig economy is still relatively new in Nigeria, that doesn't mean companies can't take advantage of it by hiring freelancers, using online platforms to find workers, and hosting events to recruit gig workers.

The gig economy is here to stay, so it's important for companies in Nigeria to start embracing it. The benefits are too good to ignore.

# About NBCC



The Nigerian-British Chamber of Commerce is the foremost bilateral Chamber in Nigeria with the objective to promote trade and Investment between Nigeria and Britain since its establishment in 1977. With over 400 members, we are affiliated with the British Chambers of Commerce (BCC) which gives us access to a network of 53 chambers of commerce across the UK and 71 other international affiliations.

The Chamber was set up to promote and develop Anglo-Nigeria trade relations, continually create value for its members and facilitate business-to-business relationships. The Chamber also promotes Nigerian export to the United Kingdom (UK) and inflow of Capital and Investment into Nigeria. Services also include the organization of trade missions to the two countries, management of trainings, conferences, and seminars addressed by leading authorities in different fields. We are constantly developing network of local branches in other parts of the country and has an NBCC-UK office presence.



## Vision

To be the foremost channel of trade and commerce between Nigeria and Britain.



## Mission

To continuously encourage and promote mutually beneficial trade relations between Nigeria.



# Events in Picture



2021 Presidential Dinner



2021 Presidential Dinner



January 2022 NBCC  
Economic Outlook Event



January 2022 NBCC  
Economic Outlook Event



January 2022 NBCC  
Economic Outlook Event



January 2022 NBCC  
Economic Outlook Event



May 2022 Learning &  
Development (L&D) Week



February 2022 CRE  
Business Outlook



February 2022 CRE  
Business Outlook



February 2022 CRE Business  
Outlook



February 2022 CRE Business  
Outlook



# Events in Picture



2022 Meet the Governor Series



2022 Nigerian-British Golf Tournament



2022 NBCC Conference & Exhibition



2022 NBCC Conference & Exhibition



2022 Expert in Residence Programme



2022 NBCC Conference & Exhibition



2022 Nigerian-British Golf Tournament



2022 NBCC Conference & Exhibition



May 2022 Sharing Experience Series



2022 Expert in Residence Programme



2022 Technology Group Event



2022 Nigerian-British Golf Tournament



# Events in Picture



2022 Agric & Trade Export Workshop



July 2022 Members Evening



July 2022 Members Evening



July 2022 Members Evening



2022 Agric & Trade Export Workshop



2022 Business Optimisation Clinic



2022 Business Optimisation Clinic



February 2022 CRE Business Outlook



2022 British Business Cocktail



2022 Meet the Governor Series



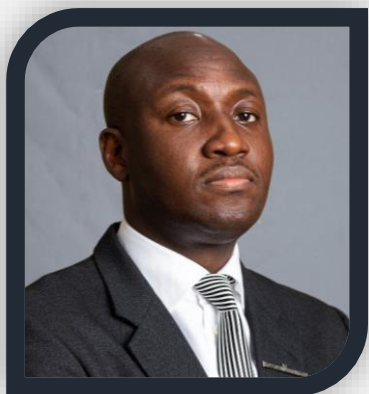
2022 Business Optimisation Clinic



# PSG Committee



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Managing Director,  
Hexagon Shelters Ltd  
Chairman, PSG



**Bode Olanipekun, SAN**  
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,Wole Olanipekun & Co  
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NIGERIAN-BRITISH  
CHAMBER OF COMMERCE



# TRADE MISSION

LONDON - BIRMINGHAM

Theme

## PAVING THE WAY FOR GROWTH

**MAY 21ST - 27TH, 2023**

Applications are open for Members  
and Non-Members

### PACKAGE INCLUDES;

1. Business Roundtable at the Nigeria High Commission
2. B2B meetings- London & Birmingham
3. Golf Tournament
4. Business Lecture at Warwick University
5. Visit to Industrial Museum/ ThinkTank Birmingham Science Museum

SPONSORSHIP PACKAGES AND  
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### PARTICIPATION FEE:

NBCC Members:

**N100,000** (Application Fee)

**£1600** (Mission Fee)

Non-Members:

**N150,000** (Application Fee)

**£1850** (Mission Fee)

UK Delegates:

- **£350** (B2B meeting in London, only)
- **£400** (B2B in Birmingham, only)
- **£1200** (B2B in Birmingham & Accommodation at Belfry)

The **Mission Fee** covers logistics and accommodation in Birmingham. London accommodation is not inclusive.

Limited spaces - applications on a first come, first served basis

Terms and Conditions apply



**NIGERIAN-BRITISH**  
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