

# HCC

## Human Capital Culture

*Transforming Workplaces. Elevating Culture. Empowering Africa.*

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**People Strategy**

**Culture Transformation**

**Organisational Design**



19 Years' Global HR Experience | 14 African Markets | Africa & UK

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# Who We Are

Human Capital Culture (HCC) is a specialist people advisory founded to bring world-class HR practice to workplaces in Africa. HCC partners with organisations that are ready to move beyond compliance and build cultures where people — and performance — truthfully thrive.

## Our Mission

To strengthen the structural and cultural foundations of organisations in Africa — creating workplaces where people are managed with integrity, led with clarity, and empowered to perform at their best.

## Our Vision

An Africa where every organisation — regardless of size or sector — has the people systems, cultural clarity, and leadership capability to unlock sustainable growth.

HCC is not just an advisory. It is a trusted partner in long-term transformation.

# Meet Dami



## Dami Awokoya

Founder & Principal Consultant

Human Capital Culture

CIPD Level 7

Certified Workplace Mediator

BA (Hons) Business & Int'l Relations

Dami is the founder and principal consultant of HCC. A Strategic Global HR Leader with 19 years of transformative experience across the UK, parts of Europe, and 14 African markets, she built HCC to do what she does best — get into organisations, understand them from the inside out, and build the people systems and cultural foundations they need to thrive.

<b>19</b> Years' HR Experience	<b>14</b> African Markets	<b>70%</b> ER Case Reduction	<b>4</b> Major Restructures Led
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### Core Areas of Expertise

- ▶ Organisational Transformation & Change Leadership
- ▶ Staff Handbook & Policy Development
- ▶ Performance-Driven Culture Design
- ▶ Employee Relations & Governance
- ▶ HR Business Partnering (Regional & Global)
- ▶ Leadership Coaching & Stakeholder Alignment

# The African Workplace Challenge

*Africa is growing fast, so are the organisations — many are starting and/or scaling without the people infrastructure to sustain growth. The gap between ambition and culture is exactly where HCC operates.*

## Undefined Policies

Many organisations operate without clear, documented people policies — leaving employees uncertain and leaders at risk.

## Culture by Default

Culture is usually left to chance. Without intentional design, unhealthy and disruptive dynamics take hold, eroding engagement and performance.

## Unmanaged Change

Transformation programmes stall because change is imposed rather than co-created. People resist what they don't understand.

## Low Accountability

Without performance systems and clear expectations, accountability gaps widen — impacting delivery and morale.

## Unprepared Leaders

Line managers are often promoted for technical skill, not people capability — leaving teams without the leadership they deserve.

## Governance Gaps

Absent or inconsistent people governance increases ER risk, legal exposure, and reputational damage.

# The HCC Approach

*Our Philosophy & the Values That Drive Every Engagement*

## 01 Hands-On. Always.

HCC doesn't manage transformation from a distance. Every engagement begins with deep immersion — meeting people, understanding the culture, reading the unwritten rules. Real insight only comes from being present.

## 02 Structure Before Scale

Lasting change needs a foundation. Before growth is possible, the right policies, systems, and frameworks must be in place. HCC builds that foundation carefully, thoroughly, and with the organisation.

## 03 Performance-Driven Culture

High performance isn't accidental — it's designed. HCC embeds the clarity, accountability, and support structures that make performance part of everyday culture, not just an annual review.

## 04 Honest Partnership Only

Transformation requires truth. HCC brings candour, kindness, and courage to every engagement — calling out what isn't working and working together towards what will.

# What HCC Delivers

1

## Staff Manual & Employee Handbook

- Employment policies & conditions
- Code of conduct & professional standards
- Performance management processes
- Grievance & disciplinary procedures
- Leave, benefits & wellbeing
- DEI, data protection & workplace standards

2

## Change Management Framework

- Change governance & accountability
- Stakeholder engagement strategy
- Change readiness & impact assessment
- Leadership alignment & sponsorship
- Communication & awareness planning
- Monitoring, evaluation & sustainability

3

## Culture & Organisational Design

- Culture diagnostic & gap analysis
- Performance-driven culture design
- Organisational restructuring support
- HR policy harmonisation
- Employee engagement frameworks
- Values, behaviours & leadership standards

4

## Capacity Building & Leadership Readiness

- HR team development & coaching
- Change champion programmes
- Train-the-Trainer delivery
- Leadership readiness workshops
- Management capability building
- Knowledge transfer & sustainability

# Proven Impact

*HCC's track record — delivered across complex, multi-country environments*

70%

Reduction in ER cases  
(East Africa)

4

Major workforce restructure  
led compliantly

Zero

Union deadlock across  
Tanzania & Kenya over 7  
years

15%

Attrition reduction  
within first 12 months

14

African markets

## Selected Engagement Highlights

### BBC (2018–2026)

HR Excellence Award – Best HR Transformation Strategy (2019). Led multi-country restructuring across Africa. Negotiated union agreements in Tanzania, Kenya & Nigeria with zero disputes.

### Verod Capital, Nigeria (2012–2017)

Built a performance-driven culture from the ground up. Designed career path frameworks for Investment teams. Supported a \$115M fundraise by aligning HR strategy with investment objectives.

### A.P. Moller–Maersk (2009–2012)

Delivered HR strategy across West Africa. Redesigned medical insurance programme reducing organisational spend by 45% — adopted as the group-wide model.

# Voices That Matter

What colleagues and leaders say about working with Dami

“

*Your passion for people and genuine empathy have transformed our HR practices from processes into a culture where everyone feels truly seen and supported. Working with Dami has been a masterclass in how to lead with kindness.*

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**COO, BBC Africa**

“

*The impact on the east Africa teams has been immense — particularly in how you supported teams through complex moments and steered union negotiations across Nigeria, Kenya, and Tanzania. Those efforts required courage, empathy, and resolve.*

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**Head of Nigeria, BBC**

“

*You are so strong — both on a personal and professional level. Your resilience, commitment to values, and ability to navigate the most challenging situations with grace and diligence will be a great loss to the BBC.*

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**Senior Regional HR Lead, BBC**

“

*Your cheery leadership, amazing resilience, and your unique ability to bring people together have left a lasting mark. The way you navigated challenges and inspired collaboration has been truly admirable.*

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**International HR Team, BBC**

# How HCC Engages

01

## Leadership Readiness Check

Before any engagement, HCC works with the executive team to assess genuine readiness and commitment. Without leadership alignment, transformation cannot succeed.

02

## Deep Diagnostic & Discovery

Interviews, workshops, and culture assessments. HCC immerses itself in the business — understanding people, processes, and the invisible forces that shape culture.

03

## Co-Design & Development

All deliverables are co-created with the organisation. Policies, frameworks, and change plans are designed for THIS organisation — never adapted templates.

04

## Implementation & Rollout

Hands-on support through rollout: workshops, communications, leadership alignment sessions, and employee awareness programmes. HCC stays with the process.

05

## Capacity Transfer & Sustainability

The goal is always internal ownership. HCC builds internal capability through Train-the-Trainer, toolkits, and coaching so organisations can sustain change independently.

*HCC's Commitment: HCC does not take on engagements where leadership is not genuinely ready. The ability to deliver rests entirely on the organisation's willingness to embrace change.*

# How HCC Delivers This Scope

SCOPE REQUIREMENT	HOW HCC DELIVERS
<b>Diagnostic Assessment</b>	HCC conducts deep-dive stakeholder interviews, culture surveys, policy reviews and focus groups — immersing in the organisation before building anything.
<b>Staff Manual / Employee Handbook</b>	A comprehensive, user-friendly handbook aligned to company values and local labour law — covering conduct, performance, leave, benefits, DEI, grievance and more.
<b>Change Management Framework</b>	A bespoke framework covering governance, stakeholder engagement, readiness assessment, communication strategy, risk management and benefits realisation.
<b>Implementation Support</b>	Hands-on rollout support: leadership workshops, employee sensitisation, communication planning, FAQs, and advisory throughout the transition period.
<b>Capacity Building &amp; Knowledge Transfer</b>	Train-the-Trainer delivery, toolkit development, HR team coaching and change champion programmes — building sustainable internal capability.

# HCC's Non-Negotiable

*Why Leadership Readiness Is the Starting Point for Everything*

*HCC will only engage with organisations whose leaders are genuinely ready — and willing — to change. Without that foundation, transformation is impossible and the investment is at risk.*

- **Culture change cannot be delegated**  
If the C-suite is not visibly championing the work, middle management will hold back and employees won't trust the shift.
- **HCC's model requires access and trust**  
The hands-on approach means honest conversations, uncomfortable data, and real challenge. Leaders must want that — not just commission it.
- **The investment protects everyone**  
Requiring readiness is not a barrier — it is a safeguard. It protects the organisation's investment, the team's time, and the integrity of the outcome.
- **HCC's track record depends on it**  
Results have been achieved where others have not because HCC only accepts engagements where the conditions for success are genuinely in place.

# Let's Build Something Lasting.

If you're ready to invest in your culture — not just your processes — HCC is ready to partner with you.



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