

# SOCIAL & HUMAN CAPITAL DEVELOPMENT

## Our people

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Our commitment to fostering a diverse, inclusive, and dynamic workplace enables us to attract, develop, and retain top talent while creating an environment where every employee can thrive.



**Mariama Dieye Gueye**  
Senegal Chief Financial Officer



paper waste. Additionally, we have initiated employee engagement programmes to foster a culture of sustainability within the company. By aligning our day-to-day activities with DCP's broader sustainability goals, we aim to not only minimise our environmental impact but also create long-term value for both the company and the communities we serve.

**Describe briefly the functions of your business unit?**

The Finance department in Senegal oversees financial planning, risk management, cash flow optimisation, and cost control to ensure the company's financial health and operational efficiency. Additionally, the department provides strategic insights to senior management and integrates sustainability goals into financial strategies for long-term growth.

**What were some of the major achievements in 2024 that contributed to business performance and operational efficiency?**

Key milestones were optimised costs and improved cash flow management.

**What role has your business unit played in advancing DCP's sustainability journey?**

The unit implements eco-friendly practices across its operations. This includes optimising resource usage, reducing waste, and integrating sustainable technologies into our processes. We have focused on enhancing energy efficiency, promoting recycling initiatives, and adopting digital solutions that reduce

**What initiative carried out in 2024 are you most proud of?**

The Creative Waste challenge of the Sustainability Week, which allowed us to come up with initiatives such as recycling used bags filters in the plant and repurposing paper bags into shopping bags.

**Can you highlight areas where you used technology and innovation in your processes in 2024?**

We have embraced digital transformation initiatives, including paperless workflows and the replacement of desktop printers with networked printers that require codes to reduce paper waste and decrease ink usage. These efforts streamlined our operations, cut down costs and increased workflow processes.

**Looking ahead: plans for the coming years (FY 2025 and beyond) for your department**

We aim to further streamline processes, adopt advanced data analytics for improved decision-making, and integrate sustainable practices that align with both financial and environmental goals. We are committed to fostering a culture of collaboration and adaptability to navigate evolving market demands and regulatory changes.



# Our workforce

At Dangote Cement, our employees are an integral facet of our business. We recognise that a skilled, motivated, and empowered workforce is essential for scaling operational excellence, bolstering innovation and birthing sustainable growth. Our commitment to fostering a diverse, inclusive, and dynamic workplace enables us to attract, develop, and retain top talent while creating an environment where every employee can thrive.

Through continuous learning, leadership development, and a strong culture of collaboration, we equip our people with the requisite tools. We prioritise employee well-being, talent management, employee engagement, good labour practices and a supportive work environment, ensuring that our workforce remains engaged and future-ready.



## Dangote Cement's inclusive culture

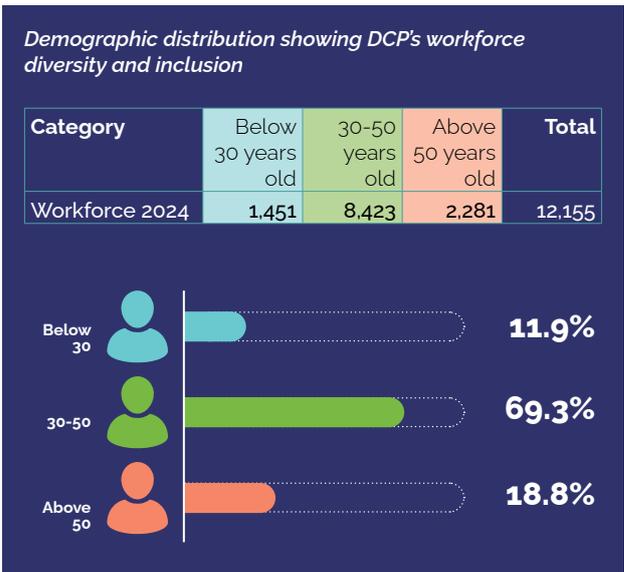
At Dangote Cement, we understand that cultivating an inclusive culture is essential for driving innovation, enhancing organisational effectiveness, and building a thriving workforce. By embracing diverse perspectives and experiences, we create a dynamic environment where every employee is valued and empowered to contribute meaningfully.

Our Sustainability Policy underscores the significance of cultural inclusivity, recognising that diversity in gender, age, physical ability, nationality, and religion strengthens our organisation and fuels our success. To uphold these principles, we actively implement policies and practices that discourage bias and discrimination, ensuring equal opportunities for all. With the oversight of our Board Sustainability and Technical Committee, we maintain accountability and regularly assess our progress in fostering an inclusive workplace. By prioritising inclusivity, we not only create a better work environment but also reinforce our dedication to an equitable future for all stakeholders.

## Non-discrimination and equal opportunity

The Company's commitment to non-discrimination and equal opportunity is reflected in our Diversity, Equality and Inclusion Policy, which underscores the need for fairness in recruitment, career development, compensation, and workplace practices. We actively work to eliminate bias,

stereotyping, and discrimination to foster an environment where everyone can grow. In 2024, we had no reported cases of discrimination. As part of our seven-pillar sustainability approach, the Culture Pillar emphasises diversity and non-discrimination, reinforcing our belief that an inclusive workforce enriches the Company whilst enhancing our ability to serve our markets and create lasting impact across our communities.



## Diversity and inclusion

At Dangote Cement, diversity and inclusion (D&I) are crucial drivers of innovation and success. Our Diversity, Equality and Inclusion Policy outlines our dedication to creating an inclusive environment where every employee feels valued and empowered to succeed. By fostering a culture that respects and values differences, we encourage our employees to bring their unique perspectives, innovation, and creativity onboard. We are dedicated to building a workplace that mirrors the diverse markets we serve, encouraging collaboration at all levels.

The Company implemented various initiatives to foster diversity and inclusion among our employees in 2024. Notable amongst these were the bespoke trainings to equip employees with the tools to engage with diverse perspectives and ongoing efforts to actively promote inclusivity through workshops on unconscious bias and cultural sensitivity. These initiatives ensure that all employees understand the importance of an inclusive culture. Additionally, we encourage employees to join resource groups that support various demographics, such as the Dangote Women's Network. Such platforms ensure that employees' voices are heard. At DCP, employees can report issues of concern either anonymously via a third-party platform or directly to management via emails. Every case is investigated to ensure accountability and transparency. In 2024, there were no recorded discrimination cases through our grievance mechanism. This reflects our proactive approach to resolving issues.

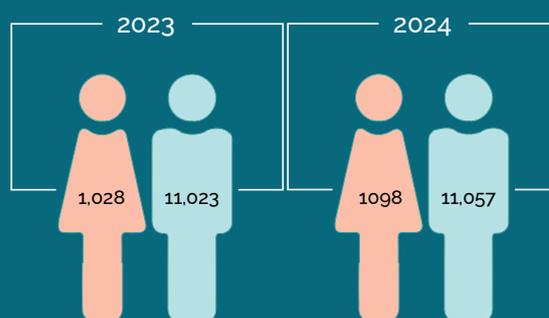
Our mentorship programmes further strengthen our D&I efforts, thus supporting individuals from diverse backgrounds as they navigate their various career paths. We also celebrate milestone events such as International Women's Day, highlighting our commitment to recognising and valuing diversity. In 2024, the Company began a drive towards becoming a disability confident organisation and steps taken included developing a Disability Inclusion Policy, profiling of Persons with Disability within the organisation as well as opening hiring opportunities to them.

Similarly, as an integral aspect of our hiring process, we emphasise D&I considerations to ensure equal opportunities

for all candidates. Our recruitment strategy is designed to attract a diverse pool of candidates, actively seeking individuals from various backgrounds to enrich our team. By implementing fair and transparent hiring practices, we strive to eliminate barriers that may hinder qualified candidates from joining our organisation. Dangote Cement's workforce comprises employees from over 20 nationalities, reflecting our commitment to a balanced, diverse and inclusive work environment. In 2024, our employee population (excluding the transport division), which comprises of permanent, temporary, and expatriate categories, grew by 0.86% at 12,155 employees compared to 2023 at 12,051 employees. 88% of our employee 2024 population are permanent employees, a 7% increase from 2023. This points to our deliberate recruitment strategy to increase the inclusion of indigenes of local communities in our workforce. Our strategy for improving gender diversity right from the recruitment stage ensured our female population increased by 7% from 1,028 in 2023 to 1,098 in 2024, while the male population increased by 0.3%. Employee demographic distribution according to age categorisation showed that employees with ages between 30 and 50 years old have remained our highest age category.

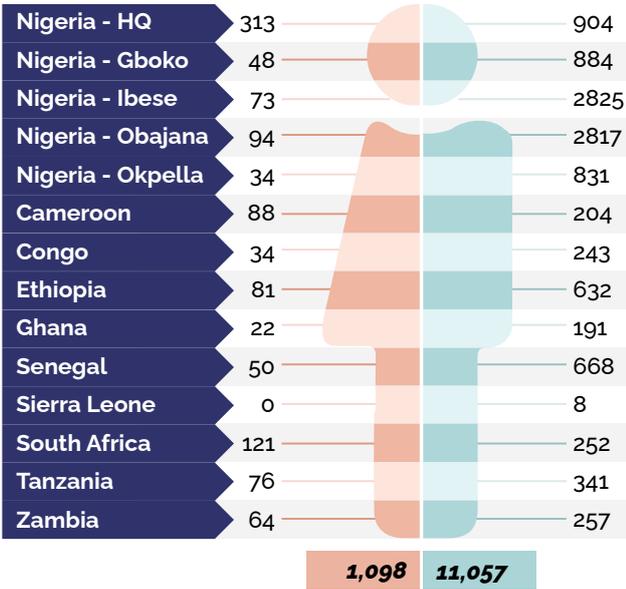
Demographic distribution showing DCP's gender diversity

Category	Total population
2023	12,051
2024	12,155



# Sustainability report continued

Demographic distribution showing Dangote Cement's gender diversity by location

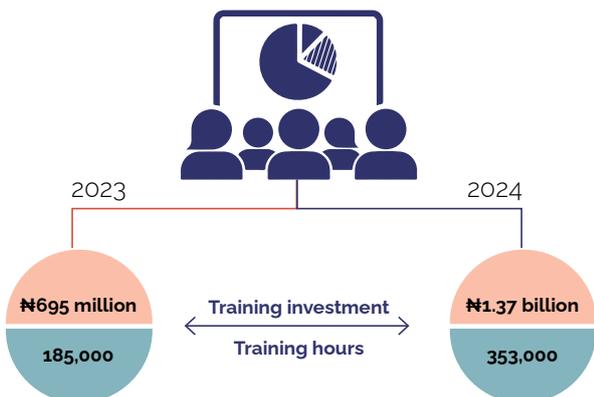


## Talent management

Our workforce remains our greatest asset and in 2024, our focus on talent management was a strategic priority that drove organisational success, enhanced operational efficiency and foster a culture of excellence.

## Upskilling workforce and training

Our Education and Training Policy reflects our continued dedication to developing a skilled and knowledgeable workforce. In 2024, we introduced new training programmes that emphasise leadership, sustainability, and personal development, alongside our traditional technical skills training. This year, a total of 13,259 employees participated in various training programmes, a decrease of 62% compared to 34,921 in 2023. Our 2024 trainings were customised for the improvement of our operational efficiency and employee development. We recorded a decreased number of trainings compared to 2023. However, training investments and training hours increased by 97% and 91% respectively compared to 2023.



Our commitment to employee development at DCP is evidenced by the 353,171 training hours recorded across various employee levels in 2024. Trainings were provided physically and via online platforms, ensuring flexibility and accessibility to all employees.

Our sustainability training programme targeted at subject-specific competence continued in 2024 with 2,583 training hours dedicated to sustainability topics and were delivered to employees, a 57% increase from 2023 at 1,642 hours. The number of employees that underwent sustainability training increased by 89% in 2024. Some of the key training topics include Circular Economy, ESG Integration for Supply Chain Partners, ESG Integration for Sales and Marketing and Decarbonisation.

## DCP 2024 sustainability trainings

Year	sustainability trainings	employees trained	sustainability training hours
2023	12	318	1,642
2024	15	603	2,583

As we nurture our talent, we continue to see success stories emerge from the Dangote Academy, where employees transform their careers through targeted training. The academy remains a cornerstone of our talent development strategy, providing pathways for leadership and personal growth. At DCP, we are committed to employee growth that translates into individual and organisational achievements.

## Talent attraction and retention

The Company's dedication to attracting and retaining talent is underscored by our strategic focus on career development programmes. Our talent acquisition efforts geared towards building a strong repertoire of future talent have been sustained through initiatives such as the 18-month Graduate Trainee (GT) Programme and VDMA (Verband Deutscher Maschinen- und Anlagenbau e.V) Technical Programmes. We pay equal attention to our talent retention strategy and the Company introduced mentorship and coaching initiatives that supported overall employee growth and job improved satisfaction.

Our enhanced employee benefits offered a comprehensive package designed to effectively support our workforce with competitive wages and benefits, which are essential in fostering a supportive work environment and the career development for our people. This ensures that our employees feel valued and motivated. The General Staff Handbook was reviewed in 2024 to enhance effective employee relations. Additionally, we implemented employee rotation in sensitive roles to support development, improve retention, and mitigate the risk of fraud.

### Succession planning

In 2024, we prioritised bolstering our bench strength by focusing on qualified internal candidates and preparing them for greater responsibilities in readiness for available opportunities and vacancies. To further support our succession planning efforts, we transitioned expatriate-held positions to qualified local candidates. Additionally, we reduced business exposure by increasing employee coverage for emergency backup and ensuring the availability of ready-now successors.

Along with our existing Talent Management and Learning Management System (LMS), we integrated the Recruitment and Onboarding, Workforce Analytics, and Compensation modules by deploying the use of SuccessFactors (a Human Capital Management software). This has provided us with a comprehensive one-stop platform to manage our employee lifecycle. This integration has helped us reduce the employee processing cycle by over 50%, particularly the Annual Performance Review, while increasing learning and

development opportunities with access to more than 5,000 courses on the LMS. Our overarching approach to talent management underscores the imperative to invest in and support our workforce, knowing that we are not only supporting careers but also securing a solid human resource base.

### Employee engagement

Building on our ongoing commitments to foster a vibrant culture of employee engagement, we deployed a variety of initiatives that strengthened connections and enhanced well-being across the organisation. One way this was achieved in 2024 was through the Employee Volunteering Programme. Also known as Sustainability Champions, DCP recognises its employees who engage in volunteering initiatives and participate in activities that demonstrate our commitment to social responsibility and community involvement. Their contributions are vital in promoting sustainable practices whilst inspiring others to contribute to the Company's sustainability efforts.



Our focus on health and safety in 2024 remained a priority, with ongoing awareness sessions to ensure alignment with current guidelines. Employees also benefited from virtual medical consultations, providing accessible healthcare support. In response to growing mental health needs, we expanded our mental health initiatives, providing resources and workshops to enhance employee well-being.

Other employee engagement efforts included our staff end-of-year party, where we celebrated the hard work

and dedication of our employees, long service awards to celebrate the contributions of employees who have been with us for a significant period, invariably bolstering employee loyalty and reinforcing our appreciation for their commitment to the Company.

Through these initiatives, we significantly enhanced workplace culture, fostering a sense of belonging, engagement, and commitment to our shared values of sustainability, well-being, and innovation.

Employee Engagement Activity	Description	Impact
Construction of a shed for used oils at the garage in Cameroon	A voluntary activity by employees who committed to building a shed for storing used oils in the Cameroon plant	(a) Improvement of oil waste management thereby reducing pollution (b) Ensure environmental regulations are adhered to.
A drawing contest #MySustainableVillage in Cameroon and Tanzania	A drawing contest to showcase how each employee's village will look if it is sustainable.	(a) Strengthening employee engagement with sustainable practices. (b) Entrenching DCP sustainability values in employee interactions via the SDGs 11 and 13.
Inter-departmental debate in Ibese plant, Nigeria	Inter-departmental debate within DCP departments.	Knowledge sharing session on the topic: Can renewable energy fully replace fossil fuels in our plant?
Friendly football match in Obajana plant, Nigeria	An inter-departmental friendly football	Propagation of DCP's work-life balance and employee-to-employee interactions.
Delmas and Aganang Townhall meetings in South Africa	Plant Manager engaged with employees on the importance of sustainability and the organisation's commitment.	Visible Felt Leadership
Competition on the seven sustainability pillars	Group-wide inter-departmental competition on the composition of an anthem using the seven sustainability pillars.	Sustainability education



Contestants at the 7 sustainability pillars anthem competition



Construction of a used oil shed by DCP Cameroon plant employees



## A day in the life of a Process Engineer: Championing sustainability in our plants



I am Adaora Amole, a Process Engineer at Dangote Cement, and I have spent five fulfilling years in this industry. My role in the Central Control Room is not just a job; it is a commitment to sustainability, aligned with both my personal values and the Company's mission. In my role, I work shifts and my typical day is filled with responsibilities that require great attention to detail, as I monitor and control operations across two production lines, ensuring smooth operations. One rewarding aspect of my role is writing reports on our operations and downtime, allowing me to analyse processes and propose solutions that optimise efficiency and sustainability. By leveraging data, I contribute to optimising our operations.

Dangote Cement prioritises employee development through workshops, conferences, and online courses. Further, learning from experienced colleagues and participating in a mentorship programme have deepened my knowledge of sustainability. As a sustainability champion, I promote water conservation, social responsibility, and health and safety, focusing on responsible water use and raising sustainability awareness among my colleagues.

A highlight of my career at DCP was during the 2024 Sustainability Week celebration, where my Head of Department commended my water conservation contributions, as well as



the selection of my project as part of those that align with best practices – these were incredibly fulfilling. DCP fosters an environment that balances my engineering responsibilities with my passion for sustainability. I also feel fortunate to be part of a Company that champions diversity, equality, and inclusion, this has contributed to my success as a woman in engineering. At Dangote Cement, I have found a supportive work environment that empowers me to contribute to a sustainable future. Each day brings new challenges, and with the Company's unwavering support, I am excited to continue making positive impact.

### Employee well-being, benefits and opportunities

Our employees are one of the driving forces behind our innovation and social impact across the markets we serve. In 2024, our employee well-being programmes laid a foundation for a healthy, productive, and an engaging workplace, where workers can thrive. Our comprehensive benefits package includes life insurance, paid leaves, children's education support, and comprehensive welfare and health care benefits.



Other efforts to improve employee experience and well-being in 2024 included the Wall of Fame, enhancement of Health Maintenance Organisation (HMO) packages, provision of free annual medical check-ups, deployment of an employee survey for feedback, end-of-year gifts and parties.

### Supporting work-life balance at Dangote Cement

A fulfilling career should never come at the expense of personal well-being, and we understand that for a workforce to be productive, there must be a balance both within and outside the workplace. The Company has maintained that a healthy work-life balance is essential not just for the well-being of its employees, but also for long-term organisational success. In 2024, we continued to strengthen this commitment by offering flexible work hours where required, ensuring our employees can perform at their best without compromising personal time. We have developed a flexible system that allow shift employees to manage their work shifts and non-shift workers work 5 days and 40 hours a week.

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### A day in the life of a Finance Intern

My name is Abubakar Ismaila Olushola, and I am currently serving as a Finance Intern at Dangote Cement Plc. I started my internship on the platform of the Nigerian National Youth Service Corp (NYSC) in August 2024, marking my first year in the finance industry. My passion for finance and its critical role in business decision-making inspired me to pursue this opportunity. The NYSC programme provided the perfect platform to explore this career path while contributing to the company's financial operations.

A typical workday involves registering and tracking documents, updating financial records in the system, and processing necessary payments. I attend meetings, where we discuss and deliberate on key financial matters. The Company has supported my career growth through training sessions,

mentorship opportunities, and access to financial tools essential for the job. Hands-on trainings in accounting software like SAP and Excel, along with guidance on Financial Reporting Standards, have significantly improved my technical skills. DCP has fostered an inclusive and welcoming environment. From my first day, my colleagues have been approachable and supportive.

A moment that made me feel particularly valued was when I successfully booked a series of documents for payment using SAP. My supervisor acknowledged my efforts, which reinforced my confidence and sense of belonging to the team. The company also promotes a healthy work-life balance, allowing time for personal development.

Sustainability is embedded in our daily operations, and we actively contribute by practicing



paperless transactions through digital documentation and email correspondence. Proper waste disposal is also encouraged as part of the company's sustainability initiatives. Looking ahead, I see myself growing up the ranks within DCP, taking on more responsibilities, and eventually becoming a full-time finance professional.

### Career growth and upskilling opportunities

Growth and innovation are catalysed when employees continuously learn and evolve. As such, career development is a key yardstick to measure employees' growth. The Company offers various opportunities for upskilling and professional growth, ensuring our employees have the tools and resources to foster a culture of career progression and employee empowerment. Our career growth strategy this year included mentorship programmes, leadership

development courses, skills workshops, and certifications in areas such as safety, management, and technical operations, as well as on-the-job learning experiences that empower our employees to advance within the Company. Our employees are encouraged to continuously develop their skills and take on new challenges. In 2024, all employees received regular performance and career development reviews, with 7.6% of Management, 34.9% of senior staff, and 57.5% of junior employees participating in the process.

## A day in the life of a Principal Quality Officer



My name is Akindutire Joylord, and I serve as a Principal Quality Officer at DCP Ibese plant, Ogun state, Nigeria. I have been with the Company since November 2011. My passion for supporting others, no matter how minimal the effort may seem, inspired me to become a Sustainability Champion. Corporate Social Responsibility (CSR) allows me to extend my impact beyond my Quality Control role, contributing to environmental and social well-being. I work a 7-to-7 shift system, beginning my day with gratitude for a safe journey and committing my work to God. Upon arrival at the power plant laboratory, I review activities that took place in my absence and commence the analysis of oil and water samples from various sources, including the power plant, cement production lines, and residential water supply. By 9:00 a.m, I attend the departmental meeting at the Cement Central Control Room. Throughout the day, I ensure test results are dispatched to the appropriate departments for necessary action, manage stock levels of chemicals and materials, and participate in safety and training initiatives.

Beyond my core responsibilities, I support the Learning and Development team as a facilitator and contribute as a Safety Marshal. As a former Sustainability Lead, I have received immense support from my Quality Assurance/Quality Control department. Training opportunities have strengthened my expertise, including courses on Quality Management Systems (QMS), Environmental Management Systems (EMS), Health, Safety and Environment (HSE), Fire Safety, Radiation Safety, and Train-the-Trainer programmes. One of my most valued moments as a Sustainability Champion was when DCP extended the shed for women selling garri (a staple food) in Ibese, Nigeria. Similarly, during a Conservation Club session at Aga Olowo Comprehensive High School, students embraced lessons on environmental safety, greener practices, and sustainability—demonstrating the ripple effect of our efforts.

Balancing my work with my role as a Sustainability Champion has been made possible, thanks to DCP's training on time management. The seven sustainability pillars of DCP guide my contributions. Over the years, I have witnessed significant progress in sustainability efforts, and I believe DCP will continue refining existing processes and enhancing environmental initiatives. To those considering a volunteering role as a Sustainability Champion, I encourage them to develop a servant's heart with the strength of a leader—embracing challenges with resilience, a positive attitude, and a commitment to making a lasting impact.



**Training opportunities have strengthened my expertise, including courses on Quality Management Systems (QMS), Environmental Management Systems (EMS), Health, Safety and Environment (HSE), fire safety, radiation safety, and Train-the-Trainer programmes.**

*- Akindutire Joylord*

### The impact of DCP's 2024 employee-centric initiatives

The company's strategic investments in employee benefits, brand reputation and values, market expansion, and operational efficiency across Africa reaped significant results. These have played a major role in attracting and retaining top talent, contributing to the company's expansion. The total number of permanent employees at DCP in 2024 recorded a 7% increase compared to 2023, with 10,737 employees recorded in 2024 and 10,019 in 2023. This growth reflects our organisation's commitment to providing a supportive work environment where employees feel valued.

We further demonstrated our commitment to employee retention and engagement by addressing key factors contributing to employee turnover. Our employee turnover rate for the year 2024 was 5% showing a decrease from 7% recorded in 2023. Also, the number of employees exits decreased by 23% from 839 in 2023 to 647 in 2024

We acknowledge several factors that have influenced our employee turnover, including career transitions, as some employees pursued external growth opportunities, relocations for personal or family reasons, and retirements of long-serving employees.

As the job market becomes increasingly competitive, the company continues to deploy initiatives crucial in reducing employee turnover, including rolling out new benefits, strengthening our inclusive culture, enhancing our talent management practices, and expanding our career development programme. These have proven to be crucial in attracting prospective employees as we experienced an increase in new hires across eight locations including Cameroon, Congo, Ethiopia, South Africa and Nigeria.

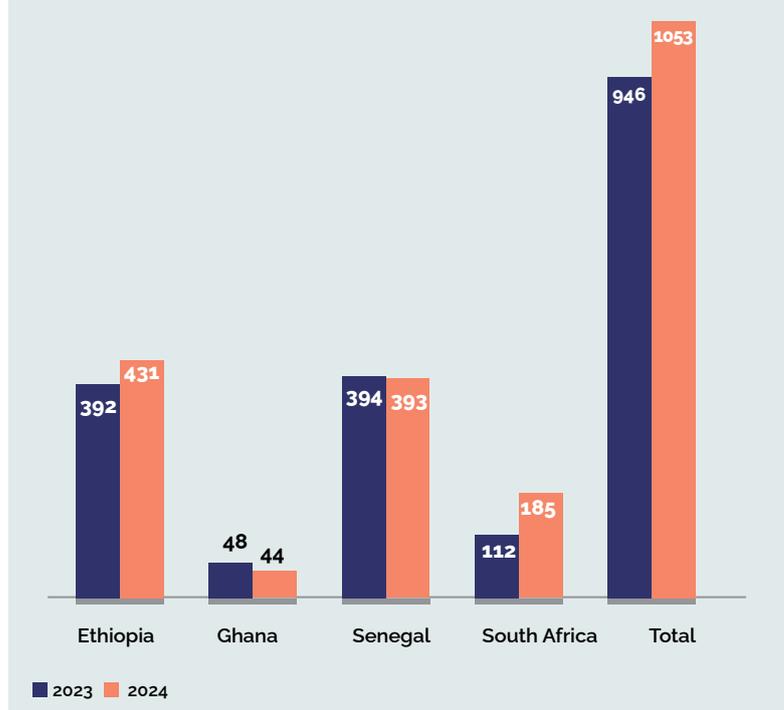
Our graduate trainee programme recorded an expansion from 118 trainees onboarded in two locations in 2022 to 237 trainees onboarded in seven locations in 2024, marking a 101% increase.



### Freedom of association and collective bargaining

Upholding the right of all stakeholders, including our employees, contractors, and vendors, to freely join trade unions and professional organisations without restrictions is fundamental to our values. The right to collective bargaining empowers our workers to negotiate wages, working conditions, and other employment terms. As a case in point, in South Africa, agreements reached within the Collective Bargaining Forum extended to non-union employees, ensuring inclusive benefits. Employees leveraging our collective bargaining agreements increased by 11% from 946 in 2023 to 1,053 in 2024 in four of our locations, reflecting our commitment to upholding these rights. This anchors the company's commitment to promote fair treatment, inclusivity, and strong labour relations. Further, this aligns with UNGC Principle 3 and supports SDG 8 (Decent Work and Economic Growth) as well as SDG 16 (Peace, Justice, and Strong Institutions).

Number of Dangote Cement employees covered by collective bargaining agreements, 2023-2024



### Forced or compulsory labour

We maintain zero-tolerance against forced or compulsory labour as highlighted in our Forced and Compulsory Labour Policy, reinforcing our commitment to ethical business practices and fundamental human rights. This principle is a core part of "The Dangote Way," ensuring fairness, dignity, and respect across our workforce and supply chain. DCP strictly prohibits all forms of forced or compulsory labour, in line with International Labour Organisation (ILO) conventions and the UNGC Principles. Employees and business partners must engage in work voluntarily, free from coercion, debt bondage, or involuntary overtime. This commitment is embedded in the Dangote Cement Human Rights Policy and the ESG Code of Conduct for Suppliers, Vendors and Contractors, which all employees and suppliers are required to uphold.

To strengthen compliance with forced labour requirements, we conduct regular assessments of our supply chain to identify and mitigate the exposure of inappropriate labour practices. In 2024, we recorded no cases of forced labour. In keeping with this, our Contract Partners or vendors in Nigeria and Pan Africa undergo rigorous onboarding processes that evaluate their labour practices. Furthermore, the Company conducts regular training sessions, equipping staff and partners with the knowledge to identify and report any violations. In 2024, we conducted 4 human rights trainings across all Dangote Cement locations, totaling 1,218 training hours.

Conducting regular audits, led by both internal teams and independent third-party experts, have proven effective to identify potential risks such as unfair wages or worker restrictions. We maintain a whistleblowing hotline, providing a confidential channel for workers and communities to report any labour rights concerns. No human rights issues were recorded in 2024, reflecting our ongoing commitment to maintaining good labour practices.



**DCP strictly prohibits all forms of forced or compulsory labour, in line with International Labour Organisation (ILO) conventions and the UNGC Principles.**



**Mr. Jonathan Ogiku**  
Group Chief Internal Audit



**What were some major achievements in 2024 that contributed to business performance and operational efficiency?**

IA achieved 103% of its audit plan execution across the DCP group.

The IA Team has centrally driven the Internal Control over Financial Reporting (ICFR) review process to ensure seamless audit readiness and create awareness through engagement with key stakeholders. We also delivered special audit projects/support for other Dangote's Business Units mandated by the Board Chairman and the Vice President Internal Audit efforts continue to result in efficiency improvements and cost savings. During the year 2024, IA efforts saved the company an estimated \$3.451M across the DCP group.

**Please briefly describe the functions of your Business unit.**

In Internal Audit (IA), we:

- a) Examine and evaluate the operating activities of the business as a service to management, the Board Audit Risk and Compliance Committee, the Statutory Audit Committee as stipulated by Companies and Allied Matters Act and the Board of Directors.
- b) Provide, primarily independent assurance on the internal control systems and secondarily, advisory services in all aspects of corporate governance.
- c) Provide advice and assistance to management in carrying out their internal control responsibilities including matters of risk, policy procedures and compliance.

**What role has your business unit played in advancing DCP's sustainability journey ?**

We have

- a) Conducted several audits on health, safety and environment during the year 2024 across business units with recommendations that helped to improve the business sustainability status.
- b) Provided insight and value through risk assessment and was involved in assessing the Company's readiness to comply with the regulatory environment and help assess its commitments and targets.
- c) Validated the accuracy and reliability of data used in ESG reporting and related processes.

**What initiative carried out in 2024 are you most proud of?**

The significant role played by IA in the ICFR project in FY 2024.



**Internal Audit provided insight and value through risk assessment and was involved in assessing the Company's readiness to comply with the regulatory environment in 2024.**



## Child labour

Our zero-tolerance for child labour extends across our entire value chain, including suppliers, contractors, and subcontractors. Moreso, our Child Labour Abolition and Prevention Policy explicitly prohibits the employment of individuals under 18, aligning with national legislation and international labour standards. This prohibition covers all levels of employees, casual labourers, and all workers within our supply chain.

Addressing child labour requires collective action to reinforce responsible labour practices. To improve adherence, DCP implemented rigorous screening procedures to verify that workers meet the minimum age requirements. DCP's supplier and contractor agreements include explicit clauses mandating adherence to local labour laws, with strict consequences for violations. We also provide guidance to suppliers, through our ESG Code of Conduct for Suppliers, Vendors and Contractors, to ensure their practices align with our child labour policies. DCP partners with non-governmental organisations (NGOs) dedicated to child rights, leveraging their expertise to tackle root causes such as poverty and lack of access to education.

In 2024, we advanced on our commitment through policy enhancements, proactive education, rigorous monitoring, and strategic collaboration. By strategic investment in local communities through scholarship programmes and vocational training, we aim to break the cycle of seeking early employment and poverty, which are some drivers of child labour. By embedding these measures into our corporate governance and supply chain management, we ensure that our zero-tolerance stance on child labour is a lived reality across all our operations.



**To improve adherence to responsible labour practices, DCP implemented rigorous screening procedures to verify that workers meet the minimum age requirements.**



## Our customer focus

Just as a well-mixed concrete blend ensures the strength and durability of a structure, our focus and commitment to customers is also a key component that strengthens our business relationships. The organisation values and runs a customer-centric business which prioritises satisfaction at every stage of delivery, offering reliable products that meet customers' needs. As we engage across territories, we prioritise customer satisfaction by ensuring product quality, affordability, and availability while upholding trust through data privacy and security.

### Product quality

At Dangote Cement, we recognise that the quality and reliability of our products is fundamental to the construction sector. We understand the imperative for the properties of our cement products to align with the diverse needs of our customers, some of which include delivering products that provide exceptional strength, achieve early setting, exhibit good plasticity, and are moisture resistant.

In 2024, we continued to prioritise quality at every stage of our production process, embedding quality control measures into our daily operations. This proactive approach ensures that quality is not an after-thought but a core component of our manufacturing ethos. By consistently monitoring our product quality, we enable the construction of safe and durable structures that are essential for sustainable development. As the African market evolves, so does the expectation for businesses to adopt sustainable practices. We remain committed to understanding these market dynamics through stakeholder engagement and community feedback. Sustaining our efforts from previous years, we continued to align our production practices with societal values and expectations, ensuring that our

products contribute positively to the environment and the communities we serve.

### Product affordability and availability

The link between infrastructure development and economic growth is tied to access to high-quality and affordable cement. As Africa's leading cement producer, we are committed to ensuring that our products remain both affordable and readily available across all our operational markets. This commitment aligns with our mission to drive industrialisation, economic empowerment, and sustainable development. Our pricing strategy balances affordability with sustainability, ensuring that individuals, businesses, and other stakeholders can access high-quality cement at competitive prices. Also, our cement plants are strategically positioned to serve our key local markets efficiently.

Additionally, we have continuous investments in energy efficiency, alternative fuels and process optimisation help us control production costs and pass savings on to customers. We collaborate with large-scale developers, government agencies, and NGOs to offer cost-effective solutions for housing and infrastructure projects. Additionally, we engage with local communities to understand their needs and provide tailored pricing models that support local development projects, ensuring our products are affordable for community-driven initiatives. Furthermore, we have embraced innovative sales channels by leveraging digital platforms, mobile-based ordering, and direct-to-customer sales models. These efforts have improved accessibility, particularly in remote regions, ensuring our products are available to all customers when and where they need them.

### DCP enriching multiple generations in Ethiopia

Our impact and reach transcend multiple generations, reflecting our commitment to creating lasting change in the communities where we operate. The dedication of 115 DCP volunteers contributed to the success of our social intervention in Mugher, Ethiopia, where we donated educational materials to students and supported the elderly in the community. Our volunteers supported the education endeavours of 100 school students across 10 schools, with educational and sanitary materials. We also provided beddings such as mattresses, blankets, bed sheets, and pillows to enhance the comfort and well-being of indigent elderly

beneficiaries. This project was designed to create better learning outcomes for the youth as well as support the well-being of the elderly.



➤ Donation of bedding materials to elders in Mugher, Ethiopia

## 2024 Customer Awards



Beyond periodic surveys and awards, we implement the recommendations and insights provided on customer feedback channels. Initiatives such as improved product delivery times, enhanced customer service training for staff, and streamlined complaint resolution processes are underway to ensure we not only meet but exceed customer expectations. This way, the business ensures that we remain responsive and attuned to their requirements. As we move forward, our goal is to create a customer-centric culture where we listen and learn from our customers, as well as drive service optimisation. By remaining attentive to our customers, we reinforce our position as a trusted partner in their construction projects.





**Dolapo Alli**

National Sales Director, Nigeria



a major achievement in Sales and Marketing department. This covered;

- An Internet Banking platform which allows customers to pay into Dangote accounts online, real time after banking hours in the evenings and weekend improved business performance.
- A Distributor Management System (DMS) platform that improved the ease with which customers transact business with DCP, as they are able to place orders any time.
- Electronic Proof of Delivery (ePod) that has helped to improve the efficiency of our deliveries.

**What role has your business unit played in advancing DCP's sustainability journey?**

The unit embodies the DCP sustainability values particularly along the lines of:

- Operational pillar – We have intentionally improved the quality of service thereby exceeding the expectation of our customers.
- Cultural pillar – The tenets of the department are teamwork, mutual respect for each other and integrity. In addition, we encourage and respect diversity.
- Social pillar – All employees in the Department are given the opportunity to realise their fullest potential through mentoring, on the job training as well as structured classroom training. For example, in 2024, specialised sales trainings were organised, these went a long way in team building as well as letting the team know they are valued.

**Please briefly describe the functions of your business unit?**

The Sales and Marketing department is responsible for the development and sustenance of mutually beneficial relationships with all our various business channels; this includes business-to-business and business-to-consumers. We are also responsible for monitoring of market trends to provide industry insights, as well as setting the future business agenda with regards to product innovation and sustainable Route-To-Market.

**What were some major achievements in 2024 that contributed to business performance and operational efficiency?**

The active adoption of technology was

**Looking ahead: plans for the coming years (FY 2025 and beyond) for your department**

- Fully embrace the "go-paperless" drive
- Increase the sales of Dangote Falcon cement, which is a lower emission product
- Improve distribution of our products.

**Customer privacy**

Dangote Cement remains committed to protecting customer data and ensuring compliance with global privacy standards, including the General Data Protection Regulation (GDPR) and the Nigeria Data Protection Act. We implement strict security controls to safeguard personal and business information against unauthorised access, breaches, and misuse. Ongoing IT investments in data security and privacy governance reinforce our commitment to ethical business practices and customer trust.

In 2024, no substantiated complaints regarding breaches of customer privacy or data loss were reported. This is a result of our internal data protection framework which includes:

- Robust cybersecurity measures, such as encryption and multi-factor authentication to prevent unauthorised access.

- Regular privacy audits and risk assessments, ensuring compliance with legal and regulatory requirements.
- Employee and partner training on responsible data handling and privacy best practices.
- Transparent communication, allowing customers to manage their data preferences and exercise their rights.



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