

Dangote Cement Plc

ANNUAL REPORT AND ACCOUNTS

2024

The background is a complex blue-toned graphic. It features several interlocking gears of different sizes. A central, glowing globe is composed of a network of blue and yellow nodes connected by lines. To the right, there is a silhouette of a human head in profile, facing left, with a network of lines and nodes extending from its brain area. Various other icons, including a robotic arm and a factory-like structure, are subtly integrated into the design.

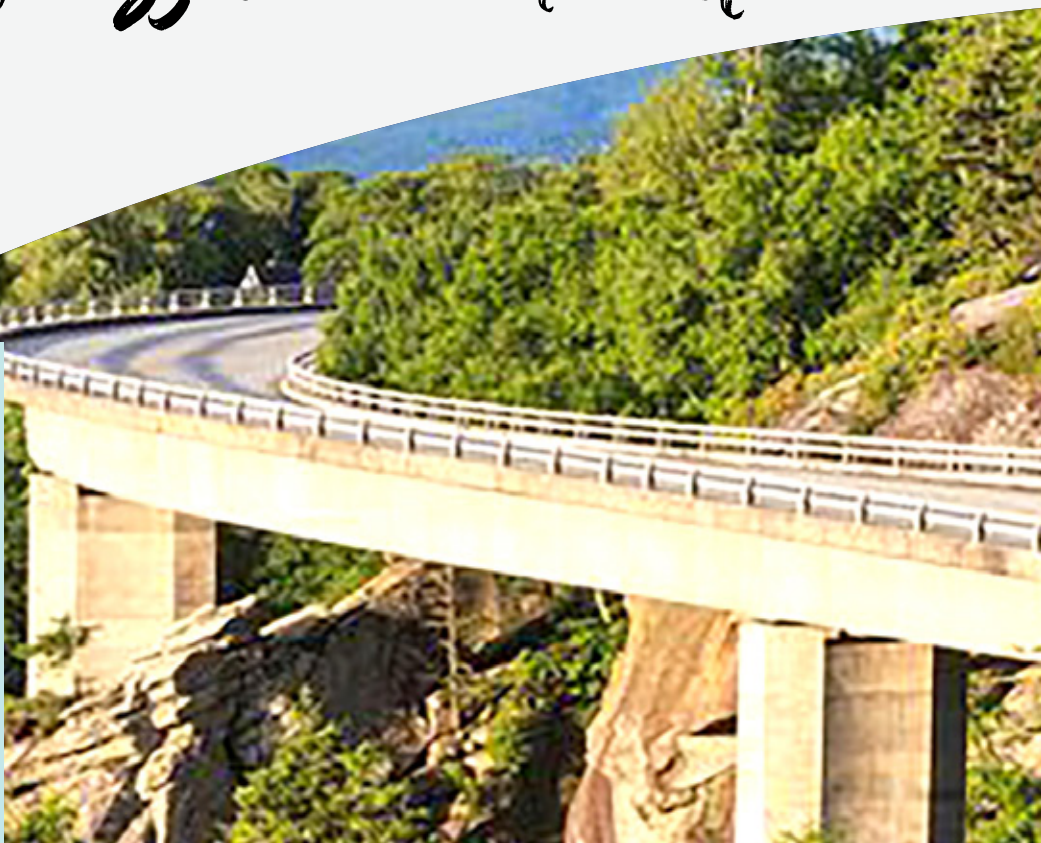
SCALING
EFFICIENCY
**FOR SOCIAL
DEVELOPMENT**



Sustainability *progress to build better*



Igazeuma Okoroba
Group Head, Sustainability



Looking back at what we achieved has been a valuable tool for learning, gaining perspective, and reaffirming our drive for Africa's sustainability. In 2024, the world experienced the warmest year on record at 1.5°C above pre-industrial temperatures, leaving Africa disproportionately affected by climate change. As Africa's largest indigenous cement manufacturer, we experience the impact of climate change on job creation, access to infrastructure and livelihoods in our communities.

Yet, the progress of our sustainability journey has reached significant milestones since our first sustainability report published in 2018. This year, we reflect on the influence of strategic sustainability partnerships and alliances with institutions such as the Global Cement and Concrete Association (GCCA) and the United Nations Global Compact (UNGC), as well as our sustainability growth story as Premium Board of the Nigerian Exchange Group (NGX).

In the past 3 years, our sustainability reporting journey transitioned from "Transforming Africa" to "Building a sustainable future" in 2022, which presented our priorities on value creation for stakeholders. In 2023, our "Strength in Diversity" story resonated with our rich socio-economic diversity as a Pan-African organisation. In 2024, we are delighted to disclose how we have advanced our efficiency to enhance social development across Africa. Although there was a heightened concern of the near-term social impact of economic and environmental risks to Africa's population, as revealed by the World Economic Forum (WEF)'s Global Risks Report 2024, we surmounted the barriers.

It is known that the fundamental aspect of traditional cement making is a major challenge to reducing emissions without compromising the core manufacturing processes. As we recognise the environmental consequences of



CO₂ emissions and the impacts associated with climate change, we worked assiduously throughout the year to set decarbonisation targets for the near term, 2030. Reflecting on other aspects of our sustainability performance, we recorded improvements on our sustainability pillars while learning better ways to achieve more in the future.

Dangote Cement's approach to the year's challenges involved prioritising inclusive development projects that address poverty and lack of access to social amenities through targeted programmes, community engagement, and capacity building. We deployed inclusive infrastructure, health, education, and empowerment initiatives in our operations as our contribution to the United Nations Sustainable Development Goals. For our flagship Sustainability Week, we implemented 66 social development initiatives across Africa, reaching more beneficiaries than the previous year. We leveraged employee volunteerism

as a vehicle to catalyse employee engagement, expressing our ubuntu spirit like no other year.

In keeping with our circular economy drive, we diverted a total of 55,030 tonnes of waste from landfills as we continued mapping biomass resources to sustain green job creation.

As we look to the future of accelerating social development in support of the Africa Union (AU) Agenda 2063, institutionalising our commitment to climate action is an integral enabler for scaling our efficiency, not just for operations but also for a cleaner environment and healthier planet. Actualising our vision of a self-sufficient Africa is incomplete without evidence of Partnership for the Goals. I welcome you to partner with us on scaling efficiency to build better - The Dangote Way.

Voices of leadership at Dangote Cement

- Our commitment to sustainability

"Sustainability to us means, creating value for our stakeholders to gain their support for the business to thrive and grow."



Wakeel Olayiwola
Group Head, Social Performance

"Achieving sustainable financial health through a business model that delivers strong returns to shareholders, whilst creating value in the economies where we operate, by producing and selling high-quality products at affordable prices, supported by excellent customer service."



Ignatius Ediale
Head, Financial Control & Reporting (Nigeria)

"Our CSR initiatives are guided by Dangote Cement's strategic vision, which empowers each subsidiary to actively contribute to sustainable development in host communities by focusing on education, youth and women empowerment, creating job opportunities, improving health outcomes and preserving the environment."



Asthou Mbaye
Manager, Corporate Affairs (Senegal)

"Creating a work environment that prioritises the long-term well-being and safety of employees, ensuring that health and safety practices are integrated into the company's overall sustainability goals."



Satya Prakash
Group Head, Occupational Health Safety & Environment

"A sustainability audit enables companies to assess their environmental, social, and economic performance and identify opportunities to improve their sustainability practices."



Jonathan Ogiku
Group Chief, Internal Auditor

"In the Sales function, our social marketing approach prioritises delivering solutions to customers and society for the prosperity of future generations"



Dolapo Alli
National Sales Director

Sustainability performance

highlights

Environmental



1.37%

reduction in Scope 1 and 2 absolute CO₂ emission intensity

36%

increase in waste diverted from disposal

Safety



Zero

fatality recorded in 87% of our locations

70%

70% reduction in Lost Time Injury Severity Rate (LTISR)

Social



101%

increase in graduate trainees

99%

of our key talents were retained

Community



427%

increase in social investment spend

BUILDING A SUSTAINABLE ECOSYSTEM

In this chapter

- 50 Value chain impact
- 53 Materiality: Our sustainability strategic focus
- 54 Sustainable supply chain management
- 55 Advocacy, stakeholder engagement and outcomes
- 62 Customer satisfaction



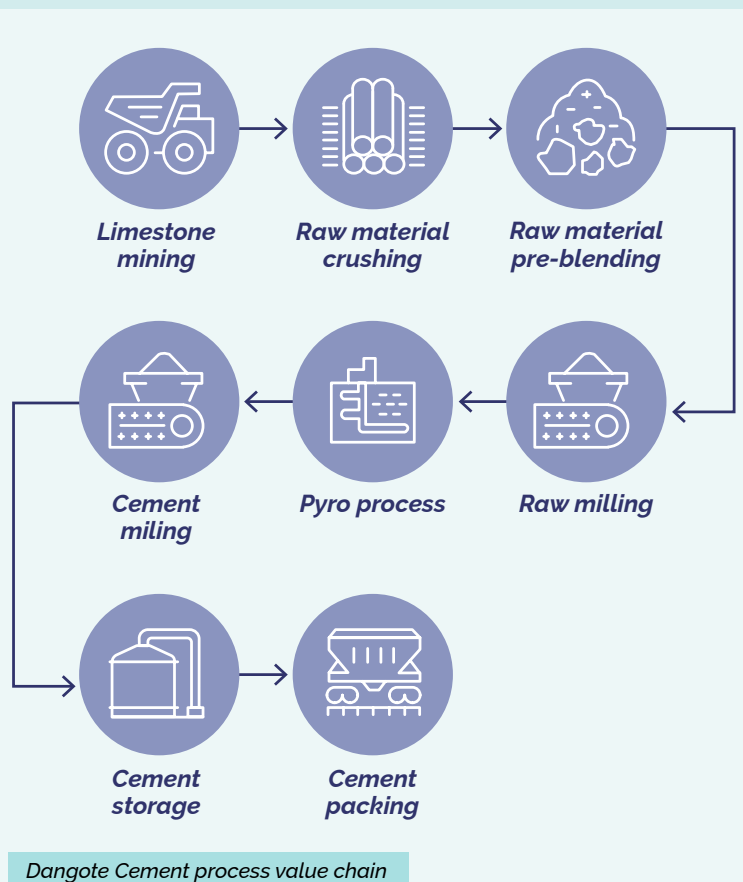


Value chain impact

Value generation in our product life cycle

At Dangote Cement, our shared value model is an integral component of our business strategy, guiding our commitment to creating socio-economic value to address the needs of society. This model emphasises the interconnectedness of our business success and the well-being of the communities in which we operate. In 2024, with the theme "Scaling Efficiency for Social Development," we focused on optimising our operations and developing high-quality products to enhance social impact whilst maintaining financial performance, strengthening our competitive position, and sustaining financial returns for our shareholders.

The shared value model is anchored and embedded throughout our product lifecycle and value chain—from sourcing raw materials to production and distribution. It iterates our unwavering commitment to engaging our diverse stakeholder categories, including employees, customers, suppliers, and local communities, knowing that our shared value model is stakeholder-centric. Through ongoing dialogue and collaboration, we gained invaluable insights into our stakeholder needs thereby fostering inclusive growth across our value chain.



Recognising that our operations could impact local communities, we continually prioritise and address societal challenges—such as access to infrastructure, poverty, unemployment, and lack of access to education—thereby creating meaningful social impact and ensuring a peaceful co-existence in the markets we serve. Co-creating sustainable value with our employees via consultation, impact-driven initiatives and volunteering opportunities are also priority.



As a good corporate citizen, we align our sustainability pillars with global and local frameworks. By doing so, our business practices continue to foster sustainable growth, empower local communities, and catalyse economic resilience. Our model is underpinned by the UN SDGs, UNGC principles and the Dangote Sustainability Pillars. By measuring and reporting on performance against these frameworks, we are accountable to stakeholders and committed to continuous improvement.

Our implementation of sustainability through our seven sustainability pillars embodies our commitment to sustainability. Each pillar demonstrates dedication to responsible business practices and the creation of lasting value for stakeholders.



Financial Pillar

We strive for optimal financial health by producing high-quality products at accessible price points. This ensures robust returns for shareholders while contributing to the economic stability of the communities we serve.



Economic Pillar

Our focus on inclusive and sustainable economic growth is evident in our investments in local procurement and community empowerment. By sourcing materials locally, we enhance self-reliance and support the growth of small and medium enterprises (SMEs).



Operational Pillar

We continuously seek operational excellence through innovative practices that maximise resource efficiency and minimise waste. This commitment extends to our use of alternative fuels (AF) and co-processing methods, reducing our carbon footprint and enhancing production sustainability.



Social Pillar

Our initiatives in education, health, and community development aim to improve the quality of life for our employees and local communities. We prioritise direct and indirect job creation, skills training, and social investments that align with community needs.



Environmental Pillar

We recognise the critical importance of environmental stewardship. Our sustainability initiatives focus on resource optimisation, waste management, and reducing greenhouse gas emissions, aligning with global climate action goals.



Institutional Pillar

By adhering to best practices in corporate governance, we ensure accountability, transparency, and stakeholder trust. This pillar supports our efforts to comply with local regulations and international standards.



Cultural Pillar

We celebrate diversity and inclusion within our workforce, fostering a culture that embraces different perspectives. Our commitment to equality and inclusion is evident in our recruitment and training practices, empowering women, and underrepresented groups.



Source: <https://sdgs.un.org/goals>

Alignment with the UN Sustainable Development Goals (SDGs)

As a business, we have assessed the UN SDGs to identify goals most strategically aligned with our business model and operations. Our Shared Value Model directly aligns with seven priority SDGs, reinforcing our commitment to sustainable development and a resilient future. The goals include SDG 4 (Quality Education); SDG 8 (Decent Work and Economic Growth); SDG 9 (Industry, Innovation, and Infrastructure); SDG 11 (Sustainable Cities and Communities); SDG 12 (Responsible Consumption & Production); SDG 13 (Climate Action) and SDG 17 (Partnerships for the Goals).



Sustainability lens across our value chain

Across our value chain, we aim to foster sustainable business practices, highlighting our commitment to environmental stewardship, social responsibility, and ethical governance at every stage of our operations.

This year, the material topics identified across our value chain were informed by the engagement of the business' supply chain partners, customers, investors, and host communities. The 2024 Materiality Assessment exercise helped us leverage social inclusion, community investment, and enhanced regulatory compliance to create long-term value for business and society.

Value chain stages	Associated ESG impacts	Sustainable opportunities
Upstream	Energy consumption, biodiversity loss, occupational health & safety hazards, social & local community impacts, environmental degradation	Alternative raw materials, alternative energy & energy efficiency, sustainable resource extractions, precision mining, afforestation, and social investment.
DCP's operations	Energy consumption, environmental impacts, GHG and particulate emissions, effluent & waste, occupational health & safety hazards, and employee & social concerns.	Alternative fuels, waste heat recovery, energy efficiency, clinker substitution, use of supplementary materials, renewable energy integration and process optimisation.
Downstream	Energy consumption & GHG emission, water & land pollution, waste generation and customer & social concerns/issues.	Low carbon cement products, alternative fuels, logistics management, circular economy, recyclable & biodegradable cement waste bags and waste collections.

Materiality: Our sustainability strategic focus

Our approach to materiality: acting on what matters

Our sustainability reporting process involved conducting a materiality assessment to identify and prioritise the most important ESG issues impacting our business across 15 operational locations in the following countries: Nigeria, Zambia, Tanzania, Ethiopia, Cameroon, Senegal, Congo, Sierra Leone, Ghana, and South Africa. The 2024 materiality

assessment process commenced by identifying key ESG topics through industry research, which led to a worldview materiality report (a list of material topics across the global cement industry), regulatory analysis, and stakeholder engagement. This ensured we captured the most pressing concerns of investors, employees, regulators, suppliers, and communities.



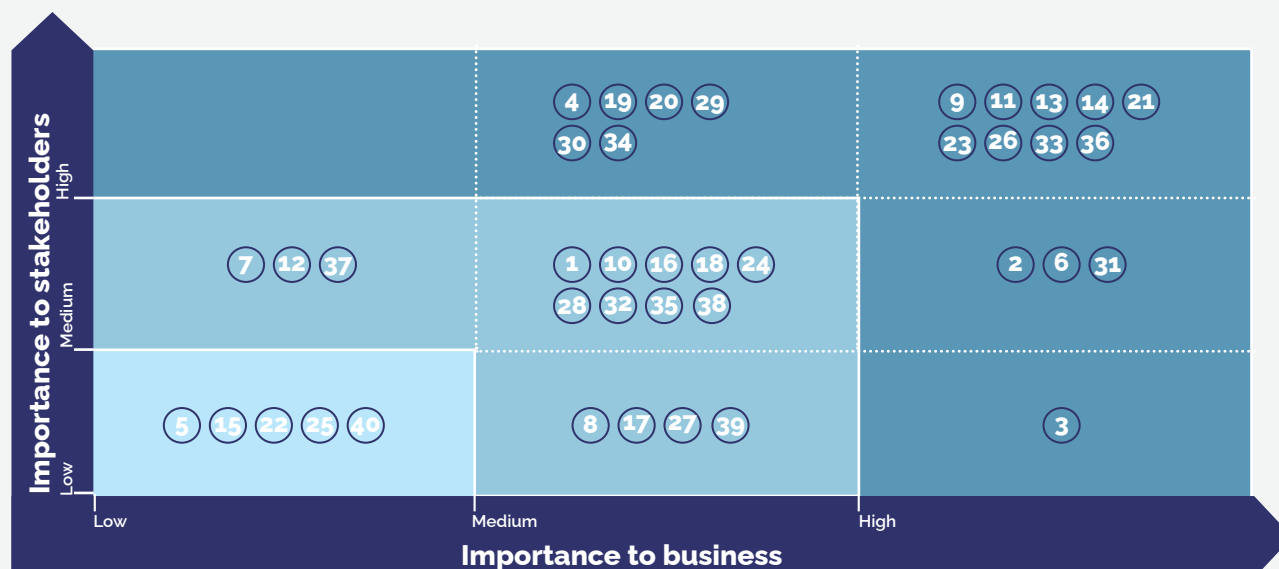
Our materiality assessment was then conducted using a dual approach: the Microsoft Customer Voice 360 (MCV 360) platform for digital responses and physical forms for in-person data collection. To maintain confidentiality and transparency, responses were collected anonymously. Data from the MCV 360 platform was retrieved directly, while physical responses were compiled for further analysis. Detailed analyses were conducted using Microsoft Office tools.

Material topics were identified based on stakeholder feedback on ESG issues. An issue was considered material if it was ranked highly important by stakeholders, as indicated by the frequency and percentage distribution

of responses for the topic. A total of 2,222 stakeholders, including employees, customers, investors, suppliers, and host communities across our locations were assessed. ESG topics were prioritised based on financial, environmental, and social implications, using qualitative and quantitative metrics to assess risks and opportunities.

At the end of the assessment, 40 ESG topics were identified and reported as material, based on their impact and importance to stakeholders. These topics are fundamental to DCP's operations and sustainability agenda, requiring strategic focus and proactive management to mitigate risks and enhance long-term value creation.





1	Accountability & Transparency
2	Afforestation
3	Business Ethics & Integrity
4	Community Impact Initiatives
5	Corporate Governance
6	Customer Privacy
7	Customer Satisfaction
8	Decarbonisation
9	Diversity & Inclusion
10	Employee Benefits & Wellbeing
11	Employee Remuneration
12	Energy Efficiency
13	Environmental Pollution
14	ESG and Impact Reporting

15	Fair Compensation
16	Fairness and Equal Opportunities
17	Financial Performance
18	Financial Reporting
19	Fleet Management
20	Freedom of Association & Collective Bargaining
21	GHG Emissions & Climate Change
22	Health & Safety
23	Labour Practices
24	Nondiscrimination
25	Product Affordability & Availability
26	Product Quality
27	Regulatory Compliance

28	Responsible Sourcing
29	Retirement Provision
30	Social Welfare
31	Stakeholder Management
32	Talent Development
33	Upskilling Workforce
34	Vendor Engagement
35	Waste Management
36	Water Management
37	Water, Sanitation & Hygiene (WASH)
38	Whistle Blowing & Grievance Mechanisms
39	Working Conditions
40	Youth & Women Empowerment

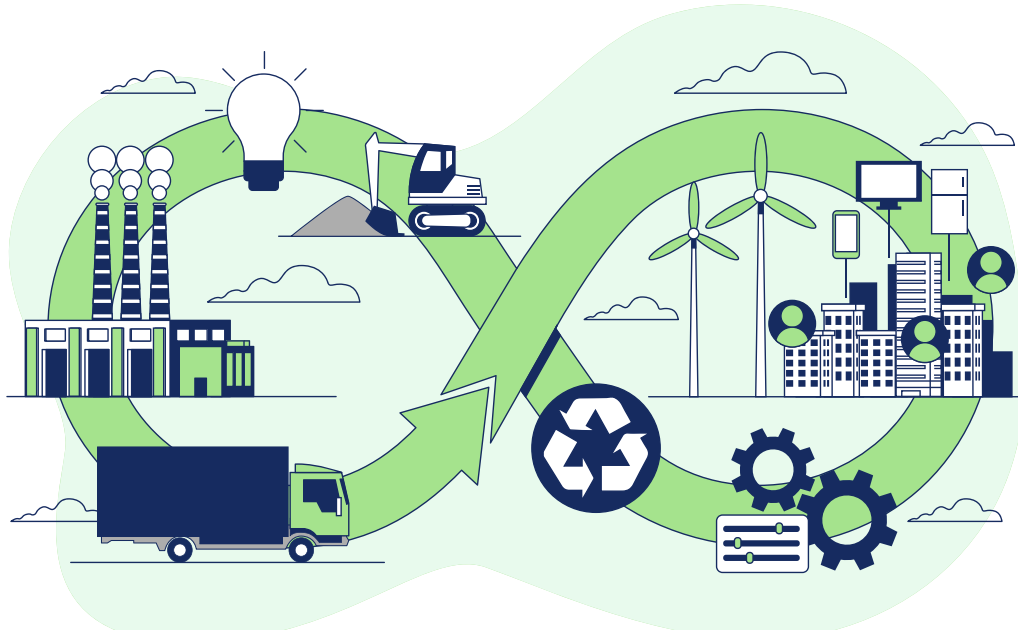
Sustainable supply chain management

Vendor management and engagement

At Dangote Cement, we view our supply chain as a strategic cornerstone in building a business that supports a resilient society. It extends beyond transporting materials; it embodies our commitment to sustainability as we collaborate with vendors to integrate sustainable practices into their businesses, ensuring that their operations exemplify global best practices.

Driving long-term value

Sustainable supply chain practices ensure that every step, from sourcing raw materials to delivering the final product, is executed with respect for the environment, support for people, and seamless business operations. We aim to balance economic goals with social and environmental responsibilities, creating value for all stakeholders today and in the future. Sustainability considerations in our supply chain also strengthen our resilience, mitigating risks, legal challenges or supply shortages while enhancing our reputation as a trusted brand and partner amongst customers and communities.



Our activities, across ten countries, rely on a blend of local and international vendors to maintain smooth operations. Prior to the selection of supply chain partners, due diligence is conducted to evaluate their sustainability goals and performance, as required by our ESG Code of Conduct for Suppliers, Vendors and Contractors. Working together, we discuss with our vendors, via periodic meetings, on best practices for enhancing their sustainability implementation.

Our local sourcing strategy reduces supply chain costs, lowers carbon emissions, and improves overall efficiency. In 2024, ₦1,419,972 million was spent on local procurement, which constituted 75% of the total procurement in the year. This represents a 79% increase from 2023 at ₦793,620 million. This underscores our commitment to sustainable socio-economic growth and job creation while ensuring industrial resilience.

Strengthening local content and sourcing

At DCP, we are committed to building a resilient and sustainable supply chain by investing in local content development. Through capacity-building initiatives, we empower Small and Medium Enterprises (SMEs) to actively participate in our supply chain, driving economic growth in our host communities. To ensure responsible business practices, we conduct regular audits and compliance assessments focusing on waste reduction, ethical labour practices, and environmental responsibility. Strengthening relationships with host communities has fostered long-term stakeholder trust and enhanced industrialisation on the continent.



Advocacy, stakeholder engagement and outcomes



Local sourcing enables us to drive sustainable industrial growth in Africa whilst fostering local manufacturing, promoting import substitution, reducing supply chain costs, enhancing self-sufficiency, and strengthening our reputation, economic impact, and long-term business resilience.









Dangote Cement recognises the importance of engaging diverse internal and external stakeholder groups; this forms an intrinsic aspect of our social pillar. As a business, we acknowledge the footprint of our processes; hence, we work with stakeholder groups to deepen transparency and accountability.



Our stakeholder analysis this year enabled us to map our internal and external stakeholders and develop stakeholder management plans. We utilised various engagement methods, such as consultations, dialogues, physical and

Sustainability report continued

online meetings, workshops, and town-hall meetings, ensuring effective communication and management of stakeholder's expectations. The 2024 stakeholders' engagement grid is provided in the table below.

DCP 2024 Stakeholders' engagement grid

Category	Rationale	Method	Frequency	Topics
 Employees	Essential human resources for DCP business competitive edge, driving innovation, & ensuring sustainable growth.	Small group discussions, individual interactions, email communication, sustainability reports, bulletin boards, news bulletins, surveys, honours, and awards.	As necessary	Professional development, training, career growth, remuneration and benefits, well-being, and safety.
 Vendors, suppliers, & contractors	Essential part of our value chain.	Emails, one-on-one discussions, surveys, phone calls and meetings.	Routine	Commitment to ESG practices, competitive bidding and tenders, payments, pricing, post-sales support, etc.
 Distributors and customers	Supply chain, final consumers, product recipients.	Emails, individual interactions, routine meetings, and Customer Service Week.	As necessary	Customer service and support, stock management, transportation, packaging, shipment, and delivery etc.
 Communities	Primary stakeholders in the business and social license to operate.	One-on-one engagements, town hall meetings, online seminars, focus group discussions, surveys.	As necessary	Charitable activities, social investments, fostering inclusion, provision of social amenities, grievances etc.
 Investors and shareholders	Owners and providers of business capital	Annual General Meeting, Special General Meeting, quarterly and annual financial reports, sustainability report, roadshows, and investor calls.	Constantly	Governance, financial, legal and ESG performance and compliance, dividends, and other business sustainability related topics.
 Media	Stakeholders in sustainable development	Press releases, media parley, Sustainability Report, quarterly financial reports, conferences	As necessary	Branding, communication, dispute resolution, and crisis management, etc.
 Regulatory agencies	Key stakeholder, co-create sustainable business practices, authorisation to operate.	Formal correspondence, regular evaluations and assessment, compliance documentation and reporting, quarterly financial reports, Sustainability Report.	As necessary	Policies, regulations, compliance.
 Financial institutions	Source of financial resources.	Quarterly financial reports, Sustainability Report, meetings.	As necessary	Investments, loan financing, incentives, grants, etc.

 <p>External affiliations/associations</p>	Stakeholders in sustainable development	Emails, letters, webinars, meetings, sustainability report, workshops.	Monthly, biannually, annually	Membership enrollments, alliances, partnerships, and policy evaluation.
 <p>Civil society, NGOs etc</p>	Stakeholders in sustainable development	Quarterly financial reports, Sustainability Report, meetings, and partnerships.	As necessary	Social initiatives, community development, project impact assessment, partnership for sustainable development, etc.
 <p>Labour relations</p>	Stakeholders in sustainable development.	Union/Joint Consultative Committee meetings, emails, letters, Sustainability Report.	As necessary	Employees' rights and responsibilities, safe working environments, compensation and benefits, labour laws and regulations.

Advancing thought leadership

As part of our thought leadership activities in 2024, we participated and contributed to engagements such as the Business of Agriculture Masterclass by Private Sector Advisory Group (PSAG), Nigeria Extractive Industries Transparency Initiative (NEITI) Stakeholders' Forum, Circular Exchange 2024 by Circular Economy Innovation Partnership (CEIP), collaborated with the Italian Embassy on waste management campaigns in Zambia, and demonstrated our commitment to sustainability and inclusion at the Africa CEO Conference and PwC's Sustainability Breakfast Meeting.



Sharing Insights at the 2024 Africa CEO conference

.....

Mr Aliko Dangote, President/CEO of Dangote Cement, was invited as a speaker at a climate finance strategic roundtable titled 'Carbon markets: How can Africa build its own market value chain?' This roundtable discussed Africa's potential in carbon markets, emphasising the continent's carbon storage capacity and the need for a clearer business rationale for African corporations.

Key discussions centred on:

1. Strategies for Africa to advance in carbon markets without international trading rules.
2. Developing a Pan-African registry and online trading platform through the AfCFTA.



Partnering with the Italian Embassy in Lusaka on Circular Economy

.....

We partnered with the Italian Embassy in Lusaka on a waste management campaign where DCP Zambia donated 52 waste segregation bins, 13 of which were painted by some of Zambia's renowned artists and auctioned, raising a total of USD 5,200 to support the clean-up exercise in Lusaka's underprivileged neighborhoods. The rest were installed in the Zambia Central Business District in sets of three colour-coded bins for paper, plastic, and general waste.

The design and assembly of the bins were done with the support of our Sustainability Champions and contractors.



Climate transition discussions at an IFC/World Bank Workshop

.....

Dr. Igazeuma Okoroba, Group Head of Sustainability, speaking at an IFC/World Bank CCUS Workshop. She discusses the need to finance the climate transition in Nigeria and the role of policy and technology in emerging markets. While Dangote Cement focuses on decarbonisation, it also leverages opportunities for carbon offsets and emerging technologies like the carbon capture utilisation and storage (CCUS).

Empowering people: employee and customers

Employees

At Dangote Cement, we empower employees to drive positive change through hands-on participation, training, and innovation, fostering a culture where sustainability thrives. By integrating these efforts into "The Dangote Way," we ensure our workforce contributes to, and leads sustainability progress across Africa—positioning us as a people-first, purpose-driven organisation. Regular trainings equip employees to optimise resources like boosting alternative fuel (AF) usage, while initiatives like our Sustainability Week inspire volunteerism. During this programme, employee volunteers increased by 16% from 1,517 volunteers in 2023 to 1,767 volunteers in 2024. Also, volunteer involvement ranged from 4 to 115 employees per project, with environmental and educational initiatives drawing the highest level of participation.

In 2024, employee engagement during our Sustainability Week involved employee volunteers dedicating 27,095 hours to projects spanning community outreach, education, health, and empowerment. Notable initiatives included community engagement in Cameroon, large-scale tree planting in Senegal, medical outreach in Tanzania and Senegal, a prison outreach in Tanzania and a charity outreach in Lagos, Nigeria.



**...we ensure
our workforce
contributes
to, and leads
sustainability
progress across
Africa**

Sustainability report continued

Customers

Given the evolving needs of customers amidst shifting socio-economic realities, understanding their expectations has become central to our business and meeting their needs. This resulted in us intensifying our efforts to engage customers across our markets. In 2024, we enhanced our engagement mechanisms, ensuring a more effective way to listen to our customers. This commitment reflects our focus on service delivery, customer loyalty, and improving marketing strategies. We sought our customers' views as part of our materiality assessment exercise, ensuring that we aligned with their evolving priorities. In addition, Dangote Cement's 2024 bi-annual Customer Satisfaction (CSAT) Survey was deployed to assess the views of our customers on product quality, service efficiency, customer support responsiveness, and overall satisfaction. Insights from the survey helped to refine our strategies and aid continuous improvement.

During the 2024 Customer Service Week held in October, themed 'Above and Beyond', DCP took the opportunity to engage employees, customers, partners, and stakeholders. The Week's activities spotlighted the importance of customer satisfaction and team collaboration, featuring team-building exercises, training sessions, appreciation events, award ceremonies, and customer feedback on customer service improvement opportunities.



customers' feedback



Scan the QR code

To see customers' feedback and quotes received during the 2024 Customer Service Week 2024,

<https://www.youtube.com/watch?v=XLu7BnQywF8>

Scaling our 'Customer Trucks Empowerment Scheme', which was designed to empower our supply chain partners whilst enhancing our route-to-market model and the efficiency of our distribution system, has been a priority for the business. The number of trucks under our Customer Truck Empowerment Scheme (CTES) increased by 244%, from 150 trucks in 2023 to 516 trucks in 2024. The scheme's total value rose by 152%, from ₦5.5 billion to ₦13.9 billion, ensuring reliable and cost-effective product delivery.



A cement transporter's testimonial

My company name is Olaoluwa Sunny Global Ventures, and I am a cement distributor in Ogun State Nigeria. I was allocated one unit of 30 tonner truck under the Dangote Customer Trucks Empowerment Scheme in December 2021 under a lease agreement.

My business has expanded exponentially due to the truck that was allocated to my company for product evacuation from the plant and depots. The lease terms and conditions are very business-friendly and second to none, as it has had significant impact on our working capital. We have been able to have proper control over our cement delivery plans and deliver products to our markets within few hours. The truck is fitted with a tracker to monitor the movements of our driver and plan our distribution arrangements accordingly. We look forward to more allocation of trucks to further expand our business in order to meet the demands of our increasing customers.



A beneficiary of the Customer Trucks Empowerment Scheme' (CTES)

Catalysing community engagement, empowerment and development

To strengthen community engagement, we adhere to our Group Stakeholder Engagement Standard, which is an integral facet of our operations. This structured framework fosters open communication through dedicated engagement platforms such as Community Development Associations (CDAs) and Community Development Committees. If grievances occur, these are adequately documented and addressed through the CDCs, Community Liaison Officer, Grievance Officers, and Community Relations Managers, ensuring an effective resolution process.

Despite 15 social incidences causing 124 lost hours in 2024, we engaged 773 community stakeholders and completed 71 community projects. ₦12,421 million was spent on social investment projects in 2024, a 427% increase from ₦2,356 million in 2023. In 2024, we recorded no violation incidents involving Indigenous rights.

Our social performance indicators

Indicators	2022	2023	2024
Stakeholder engagements	763	810	773
Completed projects	71	89	71
Social Incidences	23	21	15
Hours Lost	67	58	124

How Dangote Cement is engaging its host communities for social development

Our success is closely linked to the well-being of our host communities, with social development fully integrated into our business model through active engagement. In January 2024, we partnered with New Nigeria Foundation to conduct a comprehensive needs assessment across 17 host communities near the Ibese plant, including Ibese, Balogun, Araromi, Imasayi, Iboro, Ijako Orile, Abule Oke, Abule Maria, Afami, Ajibawo, Agas, Wasimi Imasayi, Aga Olowo, Babalawo, Onigbedu, Kajola, and Atolas.

This direct involvement allowed us at DCP to tailor our efforts to the real needs of the people, ensuring that our social development initiatives continue to be relevant and impactful. This engagement led to the identification of priority needs of the communities, such as healthcare, education, infrastructure, and empowerment programmes. These needs formed the basis of Community Development Plans and Social Monitoring Plans, ensuring that social development was actively pursued. This targeted approach maximised impact by addressing the most pressing issues affecting our host communities' well-being and long-term prosperity.

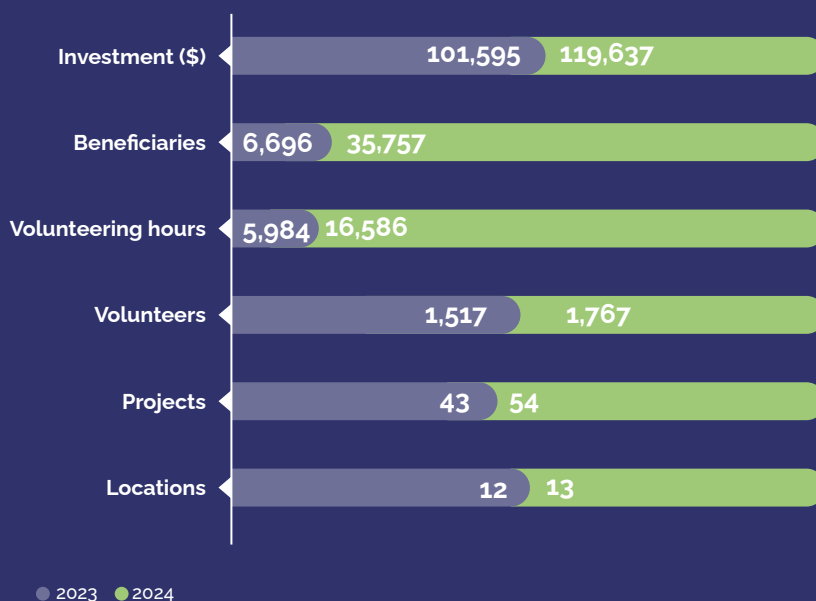
2024 Sustainability Week highlights

Building on our ongoing efforts geared towards efficient production and carbon emission reduction for business optimisation, we commemorated our 2024 Sustainability Week in October with the theme "Sustainable Cities and Communities" in line with SDG 11. The Week scaled its impact compared to 2023, highlighting our dedication to social impact through community engagement, climate change awareness, and empowerment initiatives in our countries of operations.

Of the 54 projects executed, 37 were ongoing multi-year projects, while the remaining 17 were one-time initiatives to address social and environmental needs in our communities. These projects, executed across 13 DCP locations, were focused on education, healthcare, economic empowerment, and access to infrastructure. Projects included sustainability-themed art competitions, vocational trainings, tree-planting initiatives, medical and prison outreaches, school rehabilitation, and clean-up campaigns.

Some highlights from the Week included our support to 122 visually impaired students at the Ndola Lions School, Zambia, sustainability-themed art competitions in Tanzania and Cameroon targeted at employees and the community, a charity outreach to an underserved community in Lagos, Nigeria, as well as tree-planting initiatives in Congo, South Africa, Senegal and Gboko, Nigeria. These initiatives underscored our commitment to fostering sustainable communities and improving lives across our markets.

Impact 2023 vs. 2024



Contributing to the UN Sustainable Development Goals creates a stable and nurturing environment that promotes family welfare and sustainable communities.

Igazeuma Okoroba
Group Head, Sustainability



Customer satisfaction

In 2024, Dangote Cement reaffirmed its commitment to enhancing customer satisfaction by adopting an approach that prioritises customer feedback and engagement. We conducted customer satisfaction surveys during the year to gain valuable insights into customer perceptions, needs, and expectations. This ongoing dialogue not only allows us to measure satisfaction across various aspects of our products and services but also helps us identify areas for improvement. Feedback from our customers is crucial as it informs our strategic decisions and operational enhancements, this approach enables us to pinpoint areas of improvement and how we can better serve our customers. This year, we achieved a customer satisfaction score of 84% in Nigeria, leveraging insights to refine our offerings and address any service gaps.

Charity Outreach to Ajomo-Ikosi Community in Nigeria

DCP organised a charity outreach in Ajomo-Ikosi community, a Local Government Area in Lagos, Nigeria, to address the immediate needs of beneficiaries and improve the socio-economic conditions of the community in alignment with SDG 11. Given that the Ajomo-Ikosi community faced challenges with flooding (as it was situated in a flood prone area), and was inaccessible during the rainy season, we provided access to the community by constructing a footbridge leading into the community.

Upon completion of a needs assessment, the outreach was deployed in two phases: a short-term intervention providing food and educational support

to 325 beneficiaries (250 children and 75 caregivers) and a mid-term vocational programme funded by DCP employees' Personal Social Responsibility (PSR) aimed at long-term community impact. The needs assessment also identified 8 adolescents for the mid-term programme. These adolescents were subsequently enrolled for 6-12 months of vocational trainings in partnership with the Lagos State Women Affairs and Poverty Alleviation (WAPA). Plans for the future entail strategically scaling the vocational training to other communities and increasing the number of beneficiaries.



📍 Charity Outreach in Ajomo Ikosi, Lagos, Nigeria

2024 Sustainability Week





Wakeel Olayiwola

Group Head, Social Performance



Briefly describe the functions of your business unit.

The Social Performance (SP) function at DCP is responsible for stakeholder engagement, social investment, and social impact management. We focus on building strong relationships with host communities, promoting social inclusion programmes, and managing community development initiatives.

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

As part of our compliance with regulatory requirements, we

completed negotiations and finalised two Community Development Agreements (CDA) covering two of our plant locations in Nigeria - Okpella and Gboko. Implementing the CDA is expected to greatly improve the relationship with the host communities through collaborative problem solving, delivering net benefits to the community, skills and enterprise development and promotion of local content initiatives.

What role has Social Performance played in advancing DCP's sustainability journey?

Our SP team has been at the forefront of advancing DCP's sustainability agenda. As we all know that social performance is a natural enabler of sustainability practices in the local communities. From respective engagement and promotion of social inclusion programmes targeted at the youth, women and vulnerable groups to campaigns and awareness creation of topical sustainability issues of climate impact, use of alternative fuel, malaria and HIV/AIDS awareness programmes, SP continues to champion sustainability in our host communities.

Can you highlight areas where you used technology and innovation to carry out your processes in 2024?

We launched a digital platform called Social Performance Information Management System in 2024. This platform has 4 modules to record and report SP activities and plans in Grievance/Issues Management, Social Incident reporting, Social Investment planning and reporting and Stakeholder Management. This tool makes real-time reporting, data capturing, and analysis possible across our locations simultaneously. This helps in quick decision-making when managing community issues and social incidents.



Sustainability report continued

Investors, shareholders and regulators: strengthening trust and value

Our commitment to strengthening trust and creating long-term value for investors, shareholders, regulators, and strategic partners remained steadfast in 2024. The business was able to translate these commitments to action through effective engagement with these stakeholder categories.

Investors and shareholders

In 2024, we remained committed to transparent communication and strategic engagement with our investors and shareholders. Through regular stakeholder meetings, financial disclosures, and investor briefings, we ensured that our shareholders remained informed about our business performance, growth strategy, and sustainability initiatives. By adopting different engagement methods, such as Annual General Meetings, we provided a platform for constructive dialogue and feedback. In 2024, we engaged 439 investors and shareholders. Dangote Cement's strong investor and shareholder engagement has helped to enhance our corporate governance performance. By fostering mutual trust, we continue to align with our investors' ESG expectations for long-term financial viability.

Regulators and associations

At Dangote Cement, we are dedicated to maintaining the highest regulatory compliance and ethical governance standards. The Legal department and Compliance unit within relevant

departments periodically communicates with the business' regulatory stakeholders as mandated by regulatory provisions and Company policies. To effectively engage our regulators, we undertook the following:

- Identified regulators according to the laws governing the Company's business and policies.
- Engaged regulators to ensure compliance with periodic filings as required by regulatory provisions and DCP policies.
- Provided timely information to regulators as requested on a periodic basis.

Some of our key regulators include the Nigerian Exchange Group (NGX), Securities and Exchange Commission (SEC), Nigeria Extractive Industries Transparency Initiative (NEITI), National Environmental Standards and Regulations Enforcement Agency (NESREA), South African Bureau of Standards, Zambia Environmental Management Agency and National Environment Management Council (NEMC).



Some associations we are affiliated to are Global Cement and Concrete Association (GCCA), Technical Committee of the Cement Manufacturers Association of Nigeria, Manufacturers Association of Nigeria (MAN), Sustainability Professionals Institute of Nigeria (SPIN). Noteworthy, the Manufacturers Association of Nigeria (MAN) provides a platform for the Company to articulate policy suggestions that complement government policy formulation efforts.



Induction as institutional members of SPIN



Mr Arvind Pathak at the 2024 GCCA conference

Sustainability report continued

Our proactive engagement with key regulators and associations has enabled us to lend our voice to advancing sustainability across the markets we serve. This has also enabled us to better collaborate with industry associations to strengthen collective advocacy and drive positive change.

Strategic partnerships and alliances

The Company believes that meaningful change is driven by strong strategic partnerships and relationships. These are strategic for scaling our efficiency and impact, as well as guiding our approach to business, digital transformation, and resource management. Over the years, we have forged strong alliances with well-established organisations both within and beyond our operating regions. These partnerships have enabled us to integrate our efforts into the social, economic, and environmental fabric of the communities we serve. Our commitment to collaboration is deeply embedded in the imperative to drive co-creation and transparency with our stakeholders, engendering long-term value creation.

In 2024, we established over 16 collaborations and partnerships. These initiatives enhanced public, public-private and civil society partnerships that promoted the sharing of knowledge, capacity building, technology and financial resources, to support the achievement of the Sustainable Development Goals in all our countries of operation, directly contributing to UN SDG 17. Through these alliances, we have advanced our sustainability objectives while creating tangible social benefits, empowering communities, fostering inclusive economic growth, and accelerating the transition to a greener future. The business partnerships have driven social progress by improving education, livelihoods, healthcare, and

economic opportunities across our operational areas.

As Africa's leading cement producer, we continue to build strategic global and local alliances to enhance sustainability and drive industrial growth. Our key partners include the following:

Global

- Global Cement and Concrete Association (GCCA)
- Global Reporting Initiative (GRI)
- United Nations Global Compact (UNGC).
- Science Based Target Initiative (SBTI)
- International Accounting Standards Board (IASB), the issuer of International Financial Reporting Standards (IFRS)

Local

- The Nigerian Exchange Group (NGX)
- Manufacturers Association of Nigeria (MAN)
- Securities and Exchange Commission (SEC) Nigeria
- One Goal Alliance, Cameroon
- Nigeria Employers' Consultative Association (NECA)
- Institute of Chartered Secretaries and Administrators of Nigeria (ICSAN)



SOCIAL & HUMAN CAPITAL DEVELOPMENT

Our people

IN THIS CHAPTER

69 **Our workforce**

- 69 Dangote Cement's inclusive culture
- 71 Talent management
- 72 Employee engagement
- 75 Employee well-being, benefits, and opportunities
- 79 Freedom of association and collective bargaining
- 79 Forced or compulsory labour
- 81 Child labour

82 **Our customer focus**

- 82 Product quality
- 82 Product affordability & availability
- 83 2024 Customer Award



99

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



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

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.

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.

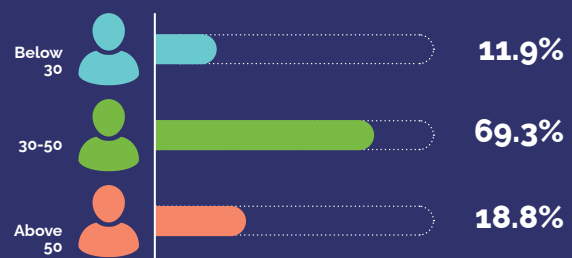
Non-discrimination and equal opportunity

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.

Demographic distribution showing DCP's workforce diversity and inclusion

Category	Below 30 years old	30-50 years old	Above 50 years old	Total
Workforce 2024	1,451	8,423	2,281	12,155



Diversity and inclusion

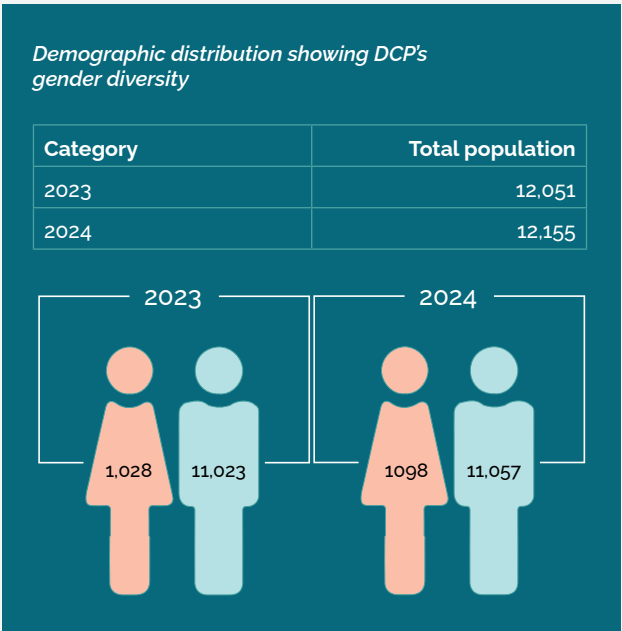
At Dangote Cement, diversity and inclusion (D&I) are crucial drivers of innovation and success. Our Diversity, Equality and Inclusion Policy outlines our dedication to creating an inclusive environment where every employee feels valued and empowered to succeed. By fostering a culture that respects and 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.

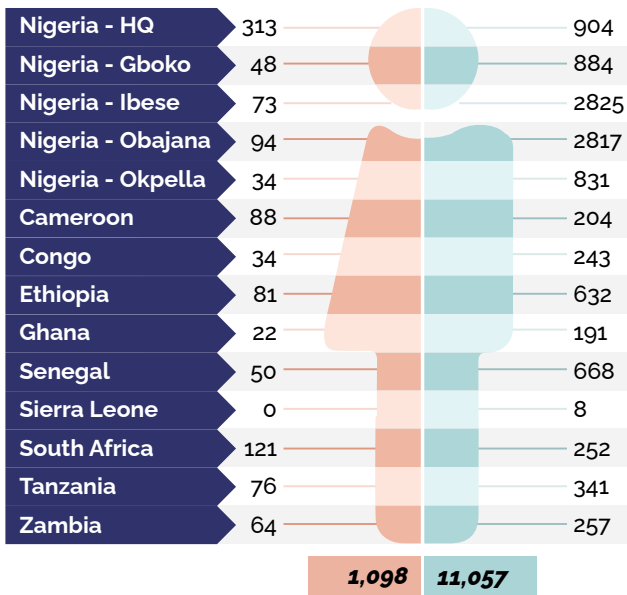
Our mentorship programmes further strengthen our D&I efforts, thus supporting individuals from diverse backgrounds as they navigate their various career paths. We also celebrate milestone events such as International Women's Day, highlighting our commitment to recognising and valuing diversity. In 2024, 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 Dangote Cement's gender diversity by location

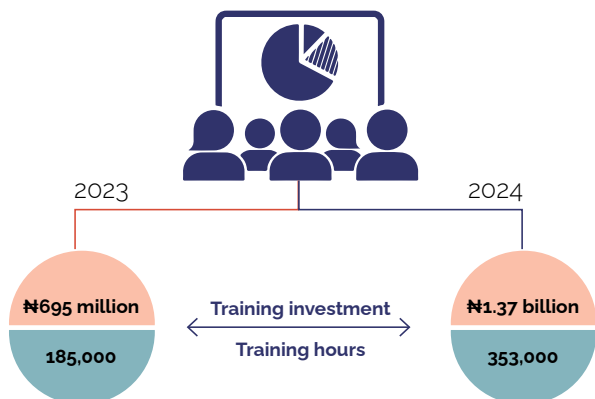


Talent management

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.



A day in the life of a Finance Intern

My name is Abubakar Ismaila Olushola, and I am currently serving as an 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.

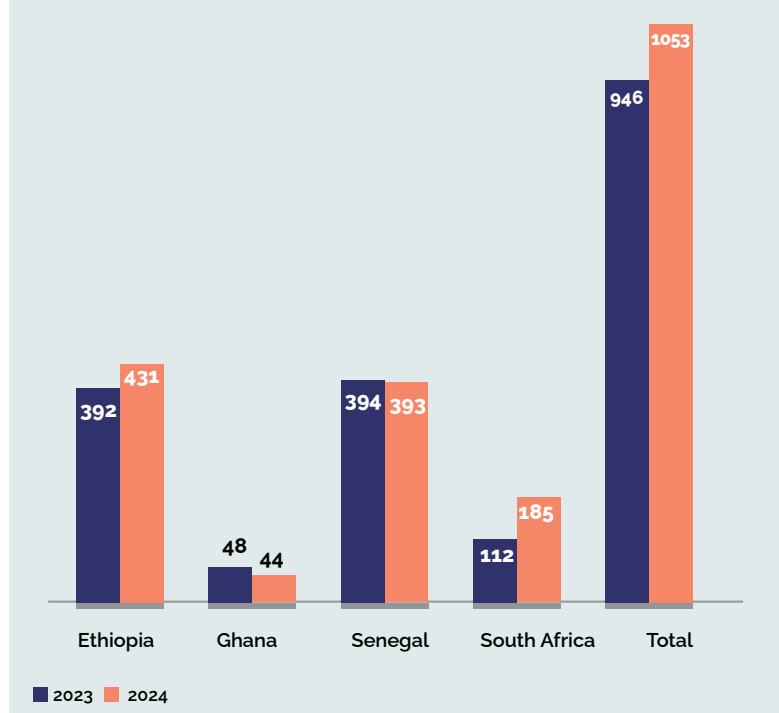
Our graduate trainee programme recorded an expansion from 118 trainees onboarded in two locations in 2022 to 237 trainees onboarded in seven locations in 2024, marking a 101% increase.



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.



We implement strict security controls to safeguard personal and business information against unauthorised access, breaches, and misuse.

NATURE'S RESILIENCE

IN THIS CHAPTER

- 86 | Aligning efforts with global climate goals
- 87 | Advancing decarbonisation in our business
- 89 | Energy efficiency
- 92 | Eco-positive future

At Dangote Cement, we are dedicated to sustaining our efforts to manage any potential negative environmental impacts and risks that could crystallise due to our operations. In line with our Group Environment Management Standard as well as leadership commitment, we adopt a holistic perspective to managing our potential environmental impact by prioritising and controlling our air emissions, land and water effluents. We do these by conducting effective environmental and social impact assessments as well as having considerations for resource efficiency and pollution prevention and mitigation across our manufacturing processes.

Importantly, Dangote Cement is committed to ensuring legislative compliance to environmental laws in the countries where we operate. Across our plants, we had 107 applicable environmental permits and licenses in 2024 with 74 in place and 33 undergoing processing, due to the development of new processes and renewal of existing permits/licenses. This way we safeguard the environment, ensuring that our host communities are not adversely affected by our operations.

Specifically, to curtail the environmental impact of the business, we have established processes, policies, resources, metrics and targets to manage our Green House Gas (GHG) emissions (CO₂, Sulfur Oxides - SO_x and Nitrogen Oxides - NO_x), particulate matter (PM) emissions, waste, water and biodiversity impacts. In addition, the business also prioritises measuring, monitoring, emergency preparedness, auditing, reporting and management reviews as integral components of our environmental management system.

Aligning efforts with global climate goals

At Dangote Cement, we recognise climate change as a pressing global challenge, with Africa facing a disproportionate share of its impacts. As a Pan-African organisation, we are committed to aligning with global efforts to manage GHG emissions. We remain steadfast in our dedication to climate responsibility and action, ensuring that our efforts contribute not just global, but also regional, and national climate goals.

Understanding the potential challenges of transitioning to a low-carbon economy, we are intentional about adopting a Just and Equitable Transition approach. This ensures that our climate action strategy supports both environmental sustainability and socio-economic development.

We are translating our commitments into tangible actions, implementing strategic measures to align our operations with global climate best practices. Our Climate Change Policy is guided by the Nigeria National Policy on Climate Change as well as key international frameworks, including the UN SDGs (SDG 11 – Sustainable Cities and Communities, UN SDG 12 – Responsible Consumption and Production, and UN SDG 13 – Climate Action), the Paris Agreement, and the GCCA Net-Zero Roadmap. Additionally, we actively contribute to global alliances that drive climate action.

At Dangote Cement, we believe that meaningful climate action requires collaboration. Strategic partnerships, alliances, and collective efforts are essential to advancing global climate objectives. In line with the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement's goal of limiting global warming to well below 2°C, we have set decarbonisation targets to reduce our carbon footprint. As an active member of the GCCA, we are committed to sustainability progress and leveraging our influence to encourage climate adaptation and mitigation across our value chain.



Setting climate goals

Building on the progress made in the previous year, we developed our near-term decarbonisation roadmap, for Scopes 1 and 2, until 2030. This roadmap aligns with the GCCA Industry Net-Zero Roadmap and the UNFCCC Nationally Determined Contributions (NDCs) of the countries where we operate. It outlines our science-based emissions reduction targets along with various potential levers for CO₂ reduction—all of which have been validated by an independent third-party expert. Setting climate goals underscores our unwavering commitment to driving meaningful climate action.

To ensure effective implementation, we have integrated climate goals into performance management, cascading Key Performance Indicators (KPIs) to select Management and Team Leads as well as relevant departments. This structured approach enhances accountability and translates our climate ambitions into tangible results.



To enhance the measurability and tracking of our climate performance, we have established robust internal monitoring systems and processes for emissions data collection. As in previous years, we prioritise data quality

Sustainability report continued

validation and assurance to maintain completeness and accuracy. Additionally, we are implementing internal controls to improve the precision of emissions measurement, including routine maintenance and calibration of measurement equipment. These measures will enable us to accurately track real-time emissions performance and compare progress against predefined targets and goals.

Advancing decarbonisation in our business

Cement manufacturing is inherently CO₂ intensive, primarily due to the high-temperature processing of quarried limestone in kilns. This process results in process emissions, which account for approximately 60% of total emissions. The remaining emissions stem from fuel combustion for heating and electricity generation during production. As the cement industry faces increasing pressure to decarbonise, it has become imperative to adopt strategies that address process, direct, and indirect emissions.

At Dangote Cement, we are actively working to manage and reduce our emissions, with a firm commitment to redefining and optimising our cement manufacturing processes. Sustainability is a core business imperative, and both our Board and Management are dedicated to implementing environmentally responsible practices. Our precautionary approach to climate change aligns with Principle 7 of the UNGC, emphasising preventive measures to minimise environmental impact. Furthermore, we are committed to exploring nature-based solutions as an effective way to mitigate climate change.

Tracking our GHG emissions: progress and performance

In 2024, our Scope 1 CO₂ emissions totalled 17,761,856 tonnes CO₂, reflecting a 1.86% increase from 17,437,052 tonnes CO₂ in 2023. This increase was attributed to clinker and cement production processes. Despite this, we made significant progress in our emissions reduction efforts. Net Scope 1 CO₂ intensity reduced by 1.2% from 577 kgCO₂/tonne cementitious material in 2023 to 570 kgCO₂/tonne cementitious material in 2024. We anticipate that these efforts will yield substantial short- and long-term benefits as we continue to optimise our operations.

Our Scope 2 CO₂ emissions for 2024 amounted to 418,370 tonnes CO₂, compared to 554,819 tonnes CO₂ in 2023, representing a 25% decrease due to reduction in grid power consumption. Our Scope 1 and 2 CO₂ intensity improved from 658 kgCO₂ per tonne of cementitious material in 2023 to 649 kgCO₂ per tonne cementitious material in 2024, 1.37% reduction. This reduction in Scope 1 and 2 emissions underscore our ongoing commitment to lowering our carbon footprint and enhancing sustainability across our operations and value chain.

We are actively expanding the use of environmentally friendly technologies by redefining our processing techniques, optimising input materials, and incorporating reused materials. These efforts align with Principle 9 of the UNGC, which emphasises innovation for sustainable

industrialisation. Our GHG emissions management strategy is primarily focused on reducing emissions in the short term before exploring options to offset residual emissions. To effectively minimise our carbon footprint, we are implementing a range of CO₂ emissions reduction initiatives and adopting energy management best practices across our operations. Key initiatives include:

- Thermal energy substitution
- Utilisation of alternative fuels and raw materials
- Progressive mine rehabilitation
- Clinker substitution (CK ratio optimisation)
- Electrical energy efficiency measures
- Operational efficiency enhancements
- Afforestation and carbon sinks assessments

Air emissions

We continue to employ continuous emissions monitors (CEMs) for measuring PM, SO_x and NO_x, in tandem with our industry requirements, this way we are better equipped to manage potential negative air pollution, air quality and public health concerns across our operational locations. In 2024, we recorded 19,057 tonnes for our annual average NO_x emissions (a 57% increase from 2023). This was as a result of some control and operational deficiencies which have been highlighted for improvement in the coming year. A 62% decrease was reported for SO_x emissions in 2023, though a 25% increase in absolute dust emission was recorded.

Enhancing climate resilience through tree planting

As part of our commitment to CO₂ removal, we planted about 45,414 trees during the reporting year. To maximise the impact of our afforestation and reforestation efforts, we strategically focused on engaging students, fostering environmental awareness and empowering the next generation in the fight against climate change. As part of our efforts, DCP executed several tree planting projects in schools to enhance climate awareness and tree planting consciousness amongst the next generation of African leaders.



Our decarbonisation journey

At Dangote Cement, we are proud to share our commitment to reducing our carbon emissions by 20% by the year 2030. Our decarbonisation target demonstrates our dedication to reducing our environmental footprint while maintaining the standards of our industry. This is part of our ongoing efforts to lead Africa's transition towards a more sustainable future.

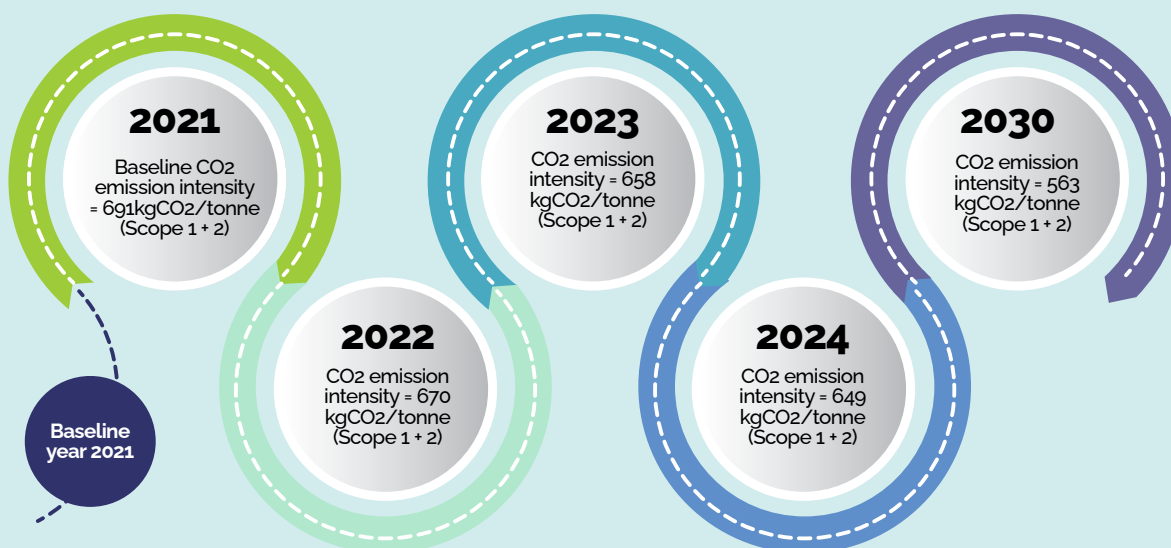
As a resource-intensive business, we experience the challenge of climate change first-hand, including its impact on biodiversity, floods, supply chain disruptions and higher production costs. As part of our response, we address climate change and its effect on the planet, communities, and future generations. Dangote Cement's target is to reduce the Scope 1 & 2 GHG intensity from a 2021 base year emissions of 691 kgCO₂ per tonne cementitious material to 563 kgCO₂/tonne by 2030. Our reduction target is based on the Global Cement and Concrete Association framework, which relies on the GHG Protocol methodology and is verified by third-party experts. In our calculation, we have estimated emissions from various stages of cement production, including fuel combustion, raw materials, and energy consumption. While we continue our efforts towards carbon offsets to compensate for emissions that cannot be avoided, we work towards our ambition to be Net Zero by 2060. This ambition aligns with our parent country, Nigeria's, Nationally Determined Contribution. We rely on investments and opportunities in emerging technologies to achieve this ambition.

To achieve our near-term target, we will implement initiatives to drive savings in clinker production by improving thermal efficiency and increasing the use of alternative fuels in the fuel mix. We have developed binders with a lower clinker factor to reduce our product's clinker content. We also reduce energy intensity by utilising efficiency in design and technology for specific heat recovery.

Other actions to enhance energy efficiency across all aspects of our business include investments in alternative and renewable energy to power our operations. In the Transport Division, we are transitioning from diesel-powered trucks to CNG trucks while leveraging innovation to develop new solutions to promote a circular economy.

Our group-wide emissions targets in all countries reflect the leadership's commitment to transparency as we report on our progress towards a low-carbon economy. To ensure we keep this commitment, the Board Sustainability and Technical Committee conducts quarterly reviews, evaluating our CO₂ performance on the key reduction levers and assessing related CAPEX requirements.

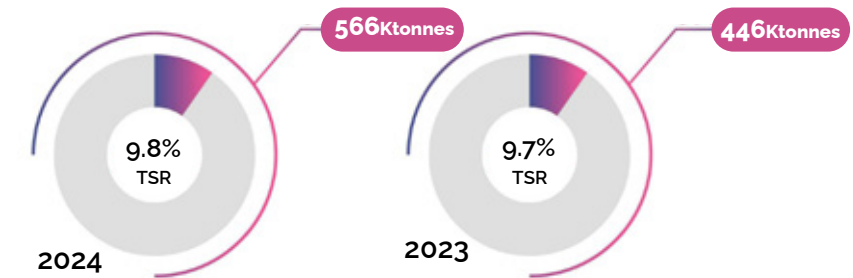
The cement industry in Africa can make a significant difference with greater operational efficiency under a business-as-usual scenario towards more ambitious targets for deep decarbonisation. Decarbonisation is an opportunity for innovation for the African market, and we look forward to collaborating with partners, investors, and stakeholders to accelerate sustainability and a greener future throughout our value chain.



Our strides towards a greener future

We are charting the course to a greener industrial practice at Dangote Cement. Our continuous efforts to integrate a diverse range of waste materials into our fuel mix reinforces our commitment to reducing reliance on conventional fossil fuels. Dangote Cement's AF project is driven by the objective to increase alternative fuel consumption and raise TSR to 25% by 2030, within regulatory requirements. Key milestones include the installation of AF feeding systems at various plant stages, though challenges such as sourcing costs, transportation inflation, and price volatility persist. We also developed resource sourcing strategies and actively engaged local communities to strengthen waste collection networks.

Despite challenges in sourcing for AF in the reporting year, our in-house waste feeding systems utilised the following waste streams in 2024: industrial wastes, biomass, waste tyres, agro-wastes, commercial wastes, fly ash, refuse-derived fuel, ultrafine coal waste, pozzolanic sand and solid recovered fuel. This led to an increase in our TSR from 9.7% in 2023 to 9.8% in 2024. Additionally, the volume of waste co-processed recorded a 27% increase, from 446KTonnes in 2023 to about 566KTonnes in 2024.



Our alternative fuel usage and co-processed waste in numbers

Energy efficiency

Energy efficiency is key to successfully attaining sustainable growth and combating climate change. We prioritised this by optimising our processes to achieve more output with less energy, minimising energy waste, and sourcing alternative clean energy. Our CO₂ reduction initiatives, including TSR, alternative fuel and raw materials, clinker substitution (CK ratio optimisation), energy management and operational efficiency improvements continued throughout 2024. While our total energy consumption increased by 3.5% in 2024 from 97,062 TJ in 2023 to 100,445 TJ in 2024, we achieved a 4.2% reduction in our energy intensity, decreasing from 819 Kcal/Kg in 2023 to 784 Kcal/Kg in 2024. This improvement is attributed to the use of alternative fuels, and improvements in operational efficiency.

Climate adaptation & resilience

As climate change continues to pose increasing challenges, we have taken bold steps to not just enhance our business

resilience but also contribute to the climate change-readiness of our communities. For us at DCP, climate adaptation and resilience exceed operational goals, they are important for sustainable business growth and social transformation. In line with our climate resilience and adaptation strategy, we implemented multiple tree-planting initiatives, reinforcing our commitment to environmental conservation and ecosystem restoration. To improve water conservation and management, DCP implemented community-driven initiatives, such as the construction of water reservoirs in Tsholofelo, SA Aganang and needs assessment water interventions for communities. These enhanced water security and strengthened the resilience of host communities against climate-induced water challenges.

Additionally, in 2024, we created climate awareness and sensitisation of employees via webinars and campaigns on Sustainable Cities and Communities and Climate Action. In Okpella, students participated in climate change and climate action awareness sessions, while employees at DCP

Sustainability report continued

plants received training on integrating climate adaptation strategies into daily operations. These initiatives encourage our employees and local communities to adopt sustainable practices, reduce their carbon footprint, and contribute to sustainability.

Climate partnerships

To fully harness the benefits of climate partnerships, we have anchored our climate action efforts and think-tank framework on four key areas: Policy, Cost, Technology, and Reputation. These efforts are driving our commitment on how we tackle climate related issues at DCP. We also recognise

the financial implications of climate change adaptation and mitigation and we plan to leverage on strategic partnerships in FMCG, energy, and related industries, to assess climate funding and innovations. Our commitment to SDG 13 has positioned us to integrate climate-conscious practices into our operations, innovation, and collaborations to create lasting social and environmental impact. In 2024, we reaffirmed our dedication to climate action during our Sustainability Week, where we actively engaged in partnerships across our operations. As we continue to leverage collaboration, DCP remains committed to shaping a more sustainable, low-carbon future, reinforcing our role as a responsible corporate leader in global climate efforts.



To further broaden our decarbonisation strategy, DCP is an active participant and member of the GCCA Net-Zero Accelerator Initiative, an initiative designed to assist national cement and concrete industries in developing country-specific roadmaps aligned with the GCCA's 2050 Net-Zero Global Industry Roadmap. This initiative helped us reinforce our commitment to achieving net-zero emissions and driving sustainability across the cement sector.

In collaboration with external certification bodies and regulatory authorities, we conducted environmental audits, accreditations and certifications to ensure full compliance with both local and international environmental regulations. These audits, carried out alongside our internal environmental teams and strategic partners, reinforced our commitment to transparency, accountability, and continuous improvement in environmental management. Our strong internal and external partnerships have reinforced our commitment to environmental stewardship, ensuring full compliance with regulations across our operations.



Our strong internal and external partnerships have reinforced our commitment to environmental stewardship, ensuring full compliance with regulations across our operations.

Just transition

As Dangote Cement transitions to a low-carbon economy, we are committed to ensuring that this shift is fair, inclusive, and beneficial to both employees and communities. A Just Transition means equipping workers with the necessary skills, protecting livelihoods, and fostering sustainable economic growth while reducing environmental impact. Green jobs play a crucial role in this transformation, creating employment opportunities in areas such as energy efficiency, alternative fuels, and carbon reduction technologies. Through targeted reskilling, workforce development, and inclusive policies, we are ensuring that employees and host communities can actively participate in and benefit from the green economy. Our approach aligns with global sustainability goals, reinforcing our commitment to environmental responsibility and social progress.



Upskilling workers for the just transition

The Company's Just Transition journey is an inclusive one, ensuring the workforce is equipped with the requisite skills for a seamless transition. A key dependency for our Just Transition strategy is our workforce upskilling, recognising the importance of preparing our employees to thrive in the future of work. We have a commitment to progressively decarbonise in line with the Just Transition principle while recognising the social impact of decarbonisation efforts. Also, we advocate for the participation of our value chain in climate change mitigation and adaptation initiatives through capacity building, and awareness creation.

Green jobs

Through our Just Transition commitment, we are actively reshaping our business model to align with sustainable and low-carbon operations, ensuring that economic growth and social equity go hand-in-hand. Our efforts are geared towards mitigating the impact of climate change by developing a green job model with the aim of recording and scaling the number of green jobs in the organisation. At Dangote Cement, we define green jobs as decent roles that directly contribute to preserving, restoring, and supporting the transition to a sustainable future, while mitigating negative environmental impacts. In the process of developing an effective and accurate green job model, the Company conducted a detailed survey targeted at all employees. The ILO's guidelines of what constitutes a green job were used to develop this survey and we have identified five categories of green jobs in DCP. These are: Energy Efficiency, Alternative Fuel, Water Treatment, Waste Recycling and Environment and Energy Systems Auditors.

Synthesis of insights from the survey revealed several patterns and areas of opportunity for scaling green jobs

within the Company. Some of the key findings from the survey showed that:

- A significant portion of employees already engage in activities that support environmental sustainability, these would be incorporated into their KPIs.
- A majority of employees do not formally identify as holding green jobs, suggesting that there is potential for increasing green jobs in the Company.
- There is a need to increase awareness amongst employees and how their roles could contribute to sustainability goals.

The green job model is currently being implemented to estimate the number of green jobs in DCP. In 2024, the Company had created a total of 575,655 indirect green jobs, reinforcing our commitment to building a value chain that is equipped for the evolving demands of a greener economy. Looking ahead, we have strategic plans to scale our green jobs model by monitoring data collated, creating awareness amongst employees and validation of our green jobs model by a third party verifier.

”

A Just Transition means equipping workers with the necessary skills, protecting livelihoods, and fostering sustainable economic growth while reducing environmental impact.

Eco-positive future

Nature-Based Solutions (NBS) are a key part of our sustainability approach while driving ecosystem restoration, biodiversity conservation, and climate resilience across operations. These projects have also enabled us to build strong partnerships and engage with communities and key stakeholders, reinforcing our contribution to environmental sustainability.

DCP is committed to sustainability, environmental restoration and social development. Over the past four years (2021–2024), our tree-planting projects have contributed to carbon sequestration, supported livelihoods, strengthened community resilience, and enhanced local ecosystems.

Ethiopia Tree planting journey in the last 4 years

In 2024, we collaborated with the government and local communities to plant 20,481 trees in Ethiopia. This number of trees planted has decreased over the last three years i.e, 502,500 in 2021, 100,200 in 2022 and 37,000 in 2023. This shift was intentional, driven by the Company's need to focus on reforestation efforts, enhancing tree survival rates, and expanding the initiative to ensure long-term impact. This success of our tree planting projects is driven by the site selection, careful species selection, and continuous maintenance efforts by both our employees and the local community.

In 2024, trees species planted included Grevillea, Acacia and other species. The selected species were indigenous fast-growing varieties that can sequester carbon effectively. They were selected to restore degraded landscapes and to provide long-term economic and environmental benefits, such as soil enrichment, shade, and income opportunities through fruit-bearing trees. These trees were planted across key locations, including the DCP Ethiopia plant and transport premises, limestone mine sites, and surrounding local communities. The social impact of this initiative has been significant through active local communities in afforestation efforts. We have fostered environmental

awareness and created opportunities for skills development. Additionally, newly forested areas will function as carbon sinks, wildlife habitats, and sources of ecosystem services, enhancing biodiversity while mitigating the effects of climate change.



Tree planting in Dangote Cement Ethiopia

Biodiversity conservation

Biodiversity is crucial for ecosystem resilience and climate stability. Its conservation is also vital for maintaining ecological balance and ensuring a sustainable future for all. At DCP, we are committed to minimising our environmental impact and promoting sustainable management and ecosystem services. We have an Environmental Management Standard (EMS) to ensure our operations align with best practices in land management and biodiversity conservation. To effectively safeguard ecosystems and enhance biodiversity, we have implemented key initiatives that contribute to sustainable environmental stewardship, including impact mitigation, screening assessments, Environmental Impact Assessments (EIA), no net loss commitments, erosion and land rehabilitation, and awareness and engagement programmes. In addition,

we support sustainable land use and apply dust suppression techniques. We promote community nursery projects for reforestation and practise selective clearing of mining areas to preserve surrounding habitats. Our ecosystem restoration efforts are reinforced through afforestation, the establishment of rehabilitation gardens, and continuous monitoring. Specifically, in Obajana, we maintained periodic engagement with key regulators, including the National Oil Spill Detection and Response Agency (NOSDRA), the National Environmental Standards and Regulations Enforcement Agency (NESREA), the Federal Ministry of Environment, and the Ministry of Solid Minerals Development (MSMD). This was achieved through regular inspections and meetings.

To this end about 83 hectares of land is currently either being restored/rehabilitated or has been restored/

rehabilitated in our operational locations. Dangote Cement Senegal (DCS) mine successfully introduced and cultivated Pomelo Scions, a citrus fruit not native to Africa. This was originally sourced from Costa Rica, and the scions were grafted onto local lemon tree rootstocks. They have flourished under the careful management of DCP's mine rehabilitation team. This project is in line with our drive for biodiversity conservation and our commitment to environmental sustainability. The mine team also made the first harvest of 24 kilograms of Pomelo. The Pomelo Garden is operated by young people from the village of Ngomène (very close to the Pout mine) under the supervision of Layti Ndiaye, Head of Mines.



Dangote Cement Senegal mines fruit garden

DCP Zambia wildlife conservation initiatives in 2024

DCP Zambia made good progress in integrating wildlife conservation into its operations, especially in and around its Plant and mining areas. Recognising the potential impact of mining on local ecosystems, DCP Zambia adopted an approach aligned with Zambia's Wildlife Act No. 14 of 2015 and international standards. The project engaged all departments to ensure staff and contractor participation in wildlife conservation and preservation. Key initiatives deployed include staff training on wildlife capture and relocation, the planting of 8,947 trees to restore habitats, and collaboration with the Zambia Wildlife Authority (ZAWA) for sensitisation programmes in Muwaya village and surrounding communities.

These efforts led to zero wildlife loss onsite and the successful relocation of several species, including 7 Gaboon Vipers, 4 Puff Adders, 3 Black-Necked Spitting Cobras, 4 Dwarf Snakes, and 6 Black-Tempered Cat Snakes. Additionally, 5 beehives were relocated with the support of expert beekeepers from the local community. The collaboration with ZAWA and local beekeepers further enhanced the overall impact of the conservation initiatives. Moving forward, we plan to scale up our conservation efforts by initiating community forest restoration projects, sensitising communities against charcoal production (a key driver of deforestation), and providing alternative livelihoods, such as beekeeping, for surrounding communities.



Relocation of captured snake to forest reserve outside Zambia Plant .

Responsible consumption of natural resources

Integral to our Environmental Pillar is the responsible utilisation of natural resources as part of our manufacturing processes. In 2024, our commitment to the responsible and efficient use of natural resources remained a fundamental aspect of our operational strategy. We implemented measures to minimise waste and optimise resource utilisation (raw materials, water, and waste) across our production processes. We made significant progress in the responsible consumption of both renewable and non-renewable materials in cement production and packaging.

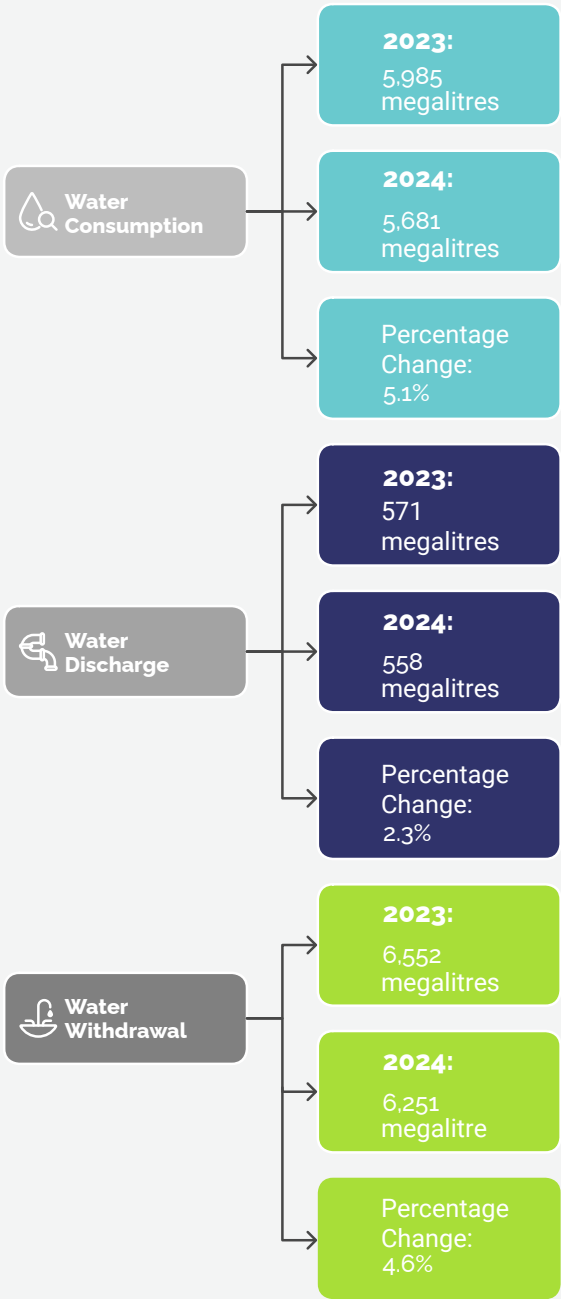
Water efficiency and management

We are committed to responsible water stewardship, recognising its critical role in both our operations and the well-being of the communities surrounding our facilities. Our approach to water efficiency and management reflects a comprehensive understanding of our interactions with local water basins, ensuring a balance between operational requirements and environmental sustainability. In 2024, we made significant progress in reducing water withdrawal, consumption, and discharge.

Our water management strategy, which included efficient metered monitoring, water recycling and re-use, extends beyond volume reduction to include the protection of surrounding ecosystems. We actively monitor discharge points to ensure that treated water supports, rather than harms, local habitats such as wetlands and fishes connected to our water basins. In 2024, environmental assessments found no significant decline in water quality or biodiversity near our sites, demonstrating the effectiveness of our filtration systems and spill prevention measures. Ensuring high-quality discharge is a key priority. Before release, all water undergoes stringent treatment to remove contaminants such as sediments and chemicals, in full compliance with national regulations and our internal benchmarks. Regular testing confirms adherence to these standards, with no significant adverse impacts reported on water bodies or local habitats in 2024.

In 2024, total water withdrawal in our operational locations was 6,251 megalitres representing a 4.6% reduction from 6,552 megalitres in 2023. This decline reflects our continuous efforts to optimise water usage across our plants. Similarly,

water consumption dropped from 5,985 megalitres in 2023 to 5,681 megalitres in 2024, a decrease of 5.1%. Additionally, water discharge was reduced from 571 megalitres in 2023 to 558 megalitres in 2024, a decrease of 2.3%.





At Dangote Cement, we embrace the principles of a circular economy, striving to turn waste into opportunity while minimising our environmental footprint. Efficient waste management is central to our sustainability strategy, reflecting our commitment towards reducing landfill reliance, improving reuse of resources, and fostering innovation across our operations. In 2024, we intensified our efforts to manage waste responsibly, leveraging campaigns, partnerships, and practical solutions to drive a thriving, eco-positive future.

Our approach to waste is guided by a clear policy: prevent generation where possible, recover what we can, and dispose of the rest responsibly. Key commitments and actions in 2024 included optimising production processes to reduce waste, shifting to bulk cement deliveries to cut packaging waste, expanding recycling and reuse initiatives, and collaborating with local waste handlers and recyclers to ensure safe treatment of hazardous waste. For instance, in Nigeria, our "Waste to Wealth" programme trained local cooperatives to upcycle waste into

household products. These efforts mitigate impacts by shrinking our waste footprint and fostering a circular mindset among employees and stakeholders. Our "DangCircular" campaigns, launched across our operational regions, raised awareness, and drove action. DangCircular is a Dangote Circular Economy programme aimed at minimising waste generation, promoting recycling, and fostering a circular economy within the Company. A Waste Management Lifecycle Standard Operating Procedure with guidelines for fulfilling the DangCircular initiative was developed in the reporting year.



Converted waste bins, painted by some of Zambia's renowned artists

Our operations, spanning cement production, logistics, and facility management—generate a variety of waste streams, from industrial by-products to packaging materials. In 2024, we generated 109,599 tonnes of waste, a 37% increase from the 80,070 tonnes generated in 2023. 91% of this waste comprised of hazardous wastes such as used oils, chemicals, and batteries from maintenance activities. This rise stemmed largely from production and construction activities across our locations. These waste types pose potential contamination risks to soil and water and contribute to landfill pressure in local communities. Recognising these risks, we prioritised rigorous waste management to curb environmental harm and maximise resource recovery. Based on improved waste segregation and recycling practices and subject to regulatory compliances, there was a 36% increase in waste diverted from disposal in 2024 comprising of 88% hazardous waste and 12% non-hazardous waste. 55,030 tonnes of waste was diverted in 2024 compared to

40,381 tonnes of waste diverted in 2023. Waste directed to disposal by incineration, landfilling, and other disposal operations in 2024 was 3,755 tonnes.



Based on improved waste segregation and recycling practices, and subject to regulatory compliances, there was a 36% increase in waste diverted from disposal in 2024 compared to 2023.

A CULTURE OF CARE

Health, Safety, and Environment

IN THIS CHAPTER

- 97 | Workplace health and safety
- 102 | Community health and safety



**DANGOTE
CEMENT**

Workplace Health and Safety

Occupational Health and Safety (OHS) is a key driver of business growth and efficiency. By adhering to international standards such as ISO 45001:2018 and the ILO-OSH 2001 guidelines, Dangote Cement ensures a safe work environment for employees, contractors, customers, and host communities. This structured approach, reinforced by the Group's 15 Golden Safety Rules, enhances operational efficiency and minimises risks.

A strong OHS framework not only improves workforce well-being but also optimises productivity and reduces downtime, enabling DCP to scale operations efficiently. By embedding safety into its corporate strategy, the Company encourages long-term sustainability and social impact,

ensuring that business growth benefits both employees and the wider community.

In 2024, we recorded a significant decline in violations of our 15 Golden Safety Rules, with cases dropping sharply from 3,048 in 2023 to 680 in 2024. This 78% reduction was driven by enhanced safety trainings, stricter enforcement measures, continuous monitoring, and a strengthened safety culture across operations.



Satya Prakash

Group Head Occupational Health, Safety and Environment



Please briefly describe the functions of your Business unit.

The OHS department plays a crucial role in ensuring the well-being of employees and maintaining a safe working environment.

Some of our key functions include:

- Identifying, assessing, and mitigating the workplace OHS risks.
- Ensuring compliance with local and international OHS regulations.
- Conducting regular training sessions and awareness programmes.
- Implementing health programmes to monitor and protect workers' health.
- Analysing and investigating safety-related incidents to identify root causes and implement corrective

actions.

- Developing and maintaining emergency response plans to handle potential accidents or hazardous situations.
- Conducting regular internal and external audits to ensure ongoing compliance and improvement in OHS & E standards.

We also manage the environmental aspect of DCP Operational Activities in Nigeria And Pan-Africa

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

Key achievements include

- Visible Felt Leadership expressed through townhall meetings chaired by plant leaders and the GMD
- Incorporating Health and Safety KPIs into plant objectives and establishment of Safety awards
- Comprehensive trainings deployed to all employees.
- Optimisation of DCP water accounting process which reduced the volume of freshwater withdrawn from natural sources.
- Climate protection initiatives through the planting of trees in DCP locations (Nigeria and Pan-Africa).

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

By establishing strict safety measures and providing regular training, we have created a safer workplace, thereby minimising the occurrence of accidents. Monitoring of environmental performance of DCP Operations ensures that air, environment and surface water bodies near our operational sites and ground water aquifers are not impacted by our

operational activities.

The business unit also ensures that the social aspects of our operations are effectively managed through initiatives that give back to the society such as educational support in public schools, entrepreneurship and women empowerment programmes in underserved communities and engagement of internal stakeholders through various fitness and health management programme in DCP flagship annual Sustainability week, HSE Week and Environment Day celebrations.

What are your department's plans for FY 2025 and beyond?

- Team training and knowledge sharing session on environmental stewardship for DCP Plant staff to improve environmental management practices and save cost on external training.
- Planning and execution of the annual HSE Week and Environmental Awareness Week for 2025.

Particulate matter management

Particulate Matter (PM) and vibrations from quarries and cement plants can have significant environmental and health impacts on workers and surrounding communities. To mitigate fugitive emissions, the cement industry employs best practices such as storing clinker in silos to prevent dust release when discharged onto conveyor belts. At Dangote Cement, we continuously monitor key environmental parameters and conduct routine maintenance of bag filters connected to exhaust systems near discharge points. This proactive approach ensures effective dust control, minimising environmental impact, preserving air quality and promoting community well-being.

Some of the measures and strategies we have implemented include:

Dust emission management in 2024

Hierarchy of Control Category	DCP's efforts towards dust emissions management
Engineering Controls	<ul style="list-style-type: none">• DCP installed dust collection and extraction systems at key points, including grinding mills and bagging units.• We implemented water spraying systems to suppress dust during quarrying and material transfer.
Administrative Controls	<ul style="list-style-type: none">• We established routine cleaning schedules to remove accumulated dust.• DCP restricted access to high-dust areas unless necessary.• We provided regular training on dust control measures.
Personal Protective Equipment (PPE)	<ul style="list-style-type: none">• Dangote cement provided N95 respirators or higher-grade respiratory protection to workers in high-dust zones.

Health and safety risk management systems

As part of our internal procedures, Dangote Cement has established risk assessment processes to manage health and safety (H&S) risks effectively. Regular safety inspections are carried out in alignment with the 15 Golden Safety Rules. Key activities implemented include Job Safety Analysis (JSA) and Hazard Identification, Risk Assessment, and Control (HIRAC). We also conducted a range of routine and non-routine activities as part of our comprehensive H&S risk management framework.

Dangote Cement's routine and non-routine H&S risk management processes

Routine Basis	Description
Plant audit and inspections	Regular inspections to identify hazards in the workplace, including equipment, tools, and work environment using a designed template to ensure all potential hazards are reviewed systematically.
Compliance with Golden Rule No. 1	Employees are encouraged to report observed hazards or unsafe conditions. Feedback is analysed to identify trends or recurring hazards.
Monitoring of safety performance data	Metrics such as injury reports, near-misses, and incident data are monitored to identify patterns and areas of concern.
Non-digitalised reporting	Our contractors can report hazards via the "Hunt the Hazard" booklets and emails.
Site visits	All DCP sites undergo routine site visits and unscheduled visits based on identified hazards.
Cross audits	Departmental cross audits are conducted to ensure we drive H&S excellence across board, and to ensure exchange of H&S best practices.
Daily Job Safety Analysis	Our employees conduct Job Safety Analysis (JSA) to ensure thorough hazard identification before carrying out any task.
HSE patroller inspection	Across our plants, shift HSE staff tour locations to identify and report hazards and risks. All high risks are addressed during Operation and Maintenance daily meetings and duly addressed.
Individual inspections	All workers are trained to report hazards.
Non-Routine Basis	Description
Pre-job risk assessments	For non-routine tasks e.g., maintenance, refractory jobs, new projects etc., pre-job risk assessments are conducted before work begins and responsible process owners and safety representatives endorse the assessment document. This assessment is conducted to identify task-specific hazards, especially those not covered in standard operating procedures. Input from supervisors, technical experts, and workers is sought to ensure all risks are identified and controls implemented.

Due to the company's commitment to its H&S risk management systems, Lost Time Injury Severity Rate (LTISR) reduced by 70%, from 22 in 2023 to 6.7 in 2024. Also, Lost Time Injury Frequency Rate (LTIFR) reduced from 0.7 in 2023 to 0.6 in 2024.

All plants recorded zero fatality in the reporting year except the Gboko and Okpella plants in Nigeria, which sadly reported 3 fatalities. Ghana and Zambia plants have remained fatality-free since commissioning in 2011 and 2015 respectively.



Dangote Cement has established risk assessment processes to manage health and safety risks effectively. Regular safety inspections are carried out in alignment with the 15 Golden Safety Rules.



Marking 3 years of zero fatalities in Cameroon

In 2024, zero fatality was recorded in our Pan-Africa plants one of which is DCP Cameroon. The plant has achieved three years of zero fatalities, a testament to the Company's safety excellence. Curtailing fatalities is critical to the Company, considering operations are performed in a high-risk work environment that involves certain hazardous processes, including material transportation, and heavy equipment handling. This spurred them to bolster workforce awareness and ensure compliance from all employees and contractors, enhance proactive incident prevention and risk management to mitigate potential hazards, and strengthen emergency response preparedness.

To scale the efficiency of the Company's hazard identification and risk management processes and to manage "hunt the hazards," DCP Cameroon deployed an HSE technological solution. The Company simultaneously rolled-out curated safety training programmes, deploying mandatory onboarding safety training for all new hires as well as specialised trainings on working at heights, confined spaces, and hazardous material handling. Keen attention was paid to ensuring strict compliance with safety policies, regulations and international safety standards (ISO 45001 -

Occupational Health & Safety Management System) through enforcement of zero-tolerance policies on safety violations and routine safety inspections. Employee and stakeholder engagement on OHS&E matters became top priority for the Company.

All deployed efforts yielded results for DCP Cameroon, achieving zero fatalities for the last three years (1306 days) and recording a 41% reduction in near-miss incidents between 2022 and 2024. Other notable achievements included improved safety culture, with employees now proactively reporting hazards and taking ownership of workplace safety. Efforts have also engendered improved productivity, as a safer work environment has led to higher efficiency and reduced downtime due to incidents. Employee morale has also waxed strong, workers feel valued and protected, leading to better job satisfaction and retention. Beyond these, DCP Cameroon has also been able to catalyse its compliance and reputational capital through its enhanced alignment with local and international safety standards, ultimately contributing to progress on DCP's Institutional Pillar. Going forward, DCP Cameroon aims to expand its digital safety monitoring tools to enhance real-time hazard detection.



Ghana and Zambia plants have remained fatality-free since commissioning in 2011 and 2015 respectively.

Sustainability report continued

Employee health and safety engagement and initiatives

Dangote Cement reinforced its commitment to health and safety by significantly reducing workplace incidents through structured initiatives such as Visible Felt Leadership, comprehensive safety training, fire emergency drills, regular audits, and proactive hazard identification. Employee engagement strategies, including joint safety committees and mental health support programmes, further strengthened the Company's safety culture. In the reporting year, there was a 6% increase in HSE trainings and activities in 2024, from 1137 trainings in 2023 to 1203 trainings in 2024.

To encourage active participation, H&S key performance indicators were integrated into plant objectives, and Safety Awards recognised outstanding safety practices. A one-day safety workshop for CEOs and plant directors reinforced leadership accountability in OHS.

In 2024, the Company conducted multiple H&S awareness programmes including induction for new employees,

chemical and electrical safety, machine operation safety, ergonomics, confined space training, and toolbox talks. Additionally, our commemoration of the 2024 World Safety Day demonstrated a continued commitment to fostering a safer work environment.

Personal Protective Equipment (PPE) and gender-inclusive safety measures

A shift towards customised, gender-appropriate PPE has improved protection, morale, and productivity. Our comprehensive PPE Policy ensures that all employees receive protective gear suited to their roles, with HSE officers supporting safe work practices across all locations. To enhance inclusivity and safety, tailored PPE solutions—including helmets, gloves, and high-visibility clothing—have been introduced to accommodate different body types and comfort levels. This initiative reinforces workplace safety and inclusivity, demonstrating a commitment to employee well-being.



Enhancing workplace safety and inclusivity with maternity overalls

Pregnant workers previously faced challenges with standard workwear, which was restrictive and uncomfortable, sometimes leading to the avoidance of wearing protective gear and increasing safety risks. To address this, Dangote Cement Zambia introduced maternity-friendly overalls designed with stretchable fabric and adjustable waistbands for greater comfort and flexibility.

A pilot phase with seven pregnant employees helped refine the design based on user feedback, resulting in improved safety, comfort, and workplace inclusion. This initiative highlighted the importance of inclusive workwear in fostering a supportive work environment. Ongoing refinements in material and design and the rollout of the initiative to other locations will further strengthen DCP's commitment to employee well-being and workplace inclusivity.



Community Health and Safety

Ensuring the well-being of local communities is a key priority, with efforts focused on minimising operational impacts while actively enhancing social, economic, and health outcomes. This commitment is underpinned by a structured approach that integrates stakeholder engagement, environmental and social impact assessments, and community needs evaluations to align projects with community concerns and priorities.

Before launching any project, comprehensive assessments were conducted to evaluate potential effects on soil, air quality, noise levels, and water pollution, ensuring that site selection and operational strategies prioritise public health and safety. Additionally, community needs assessments, carried out both internally and through third-party engagement, fostered transparency, trust, and inclusivity, ensuring that interventions are both meaningful and impactful.



Social Performance recorded 49% reduction in community grievances in 2024 compared to 2023.



These collective efforts have not only strengthened community relationships but have also led to a significant reduction in grievances. There was a 49% reduction in community grievances reported in 2024 compared to 2023. By proactively addressing community concerns through structured health initiatives, stakeholder engagement, and impact assessments, there has been a 29% reduction in social incidents and disruptions compared to 2023. This decline reflects increased trust, improved living conditions, and a stronger partnership between the Company and its host communities.

Building on these efforts, targeted health and wellness initiatives were introduced to address community-specific challenges. Programmes such as the 'Day Out with Senior Citizens' focused on healthy eating and nutrition awareness, while additional campaigns raised awareness about lifestyle-related health risks such as poor diet, physical inactivity, and smoking. To further reinforce a culture of well-being, health fairs and safety walks were organised, encouraging active community engagement in health and safety.



Community grievance statistics by country

COUNTRY	2022 Reported Community Grievances	2023 Reported Community Grievances	2024 Reported Community Grievances
Nigeria	96	29	17
Cameroon	4	7	3
Congo	3	2	1
Ethiopia	17	4	2
Ghana	0	0	0
Senegal	0	2	0
Sierra Leone	0	0	0
South Africa	29	23	6
Tanzania	49	11	9
Zambia	13	4	4
TOTAL	211	82	42

The Ibese Community Day

We view community engagement as a powerful tool for addressing grievances, and this takes on several forms based on the peculiarities of our various operating locations. The engagement adopted by the Ibese Plant in Nigeria is the Community Day celebration, where the Plant presents the Corporate Social Responsibility (CSR) projects executed during the year to members of its host communities. These projects and programmes include the provision of infrastructural facilities, social amenities, women empowerment and capacity building programmes for the youth, scholarship awards to indigent students, care for the aged and other programmes.

In 2024 Ibese Plant commemorated its third edition of Community Day, inviting representatives of its 17 host communities to a celebration that featured various activities including a cooking competition, local games tournament, cultural displays and many more.

The Permanent Secretary to the Ogun State Ministry of Industry, Trade and Investment, Mr. Olubola Aikulola, charged the beneficiaries to make good use of what has been given to them and ensure that there is a spiral effect from these benefits. The Aboro of Iboroland in Yewa North Local Government Area of Ogun State, His Royal Majesty Oba Olayinka Salako, confirmed that Dangote Cement has invested in a lot of infrastructural and other projects in Iboro. Mr. Kehinde Adeyanju, a resident of Onigbedu Community, attested to the fact that his daughter was a scholarship beneficiary.

The management of Ibese Plant, ably represented by the Plant Director, Mr. Uttam Roy, praised the communities for continuing to provide an enabling environment for the Plant to carry out its production activities, stating that the youth constituents remain a key focus for the Plant, and investments will continue to be made in programmes and projects that help young people realise their full potential.

At the event, the Group Head of Social Performance, Mr. Wakeel Olayiwola, spoke about Ibese's Community Day as a standard and reference point for other locations due to the level of cooperation between the Plant and the host communities. Some highlights from the 2024 Community Day commemoration included the presentation of appliances to women in the communities and provision of scholarship awards to students in secondary schools and tertiary institutions. Other activities carried out to commemorate Ibese 2024 Community Day include a cooking competition and local games tournament.



GOVERNANCE AND RESPONSIBLE BUSINESS

IN THIS CHAPTER

- 105 | Regulatory compliance
- 105 | Corporate governance
- 106 | Financial performance

Regulatory compliance

A strong foundation in corporate governance and sustainability is critical to driving operational efficiency and long-term impact. By integrating legal and regulatory compliance, transparency, risk management, and internal controls, the Company ensures seamless business continuity while upholding national and global best practices. Regulatory agencies are recognised as key stakeholders, and DCP's operations are guided by both local and international standards, including the Nigeria Securities and Exchange Commission (SEC) Code of Corporate Governance, the Nigerian Exchange Group (NGX), the United Nations Sustainable Development Goals (SDGs), the Global Cement and Concrete Association (GCCA), and the United Nations Global Compact (UNGC), among others. To reinforce our commitment to regulatory compliance, several internal policies have been developed, ensuring compliance with regulatory requirements. The table below outlines DCP's policies that adhere to these requirements.

DCP Policies in compliance with SEC Code of Corporate Governance and NGX Sustainability Disclosure Guidelines

Sustainability Policy Statement
Board Remuneration Policy
Board Development Policy
Board Appointment Policy
Board Conflict of Interest & related party transaction Policy
Code of Conduct Policy for Directors
Complaint Management Policy
Anti-bribery and Corruption Policy
Board Evaluation Policy
Code of Conduct and Ethics Policy for Employees
Delegation of Authority Policy
Clawback Policy

Diversity, Equality & Inclusion Policy
Climate Change Policy
Conflict of Interest Policy for employees
Non-Audit Services Policy
Securities Trading Policy
Human Rights Policy
Supply Chain Management Policy
IT Data & Governance Policy
Master Policy
Data Protection Policy

The Legal department plays a pivotal role in maintaining regulatory alignment, engaging in regular communication with regulatory stakeholders to ensure adherence to legal and Company policy requirements. This includes identifying relevant regulators, fulfilling periodic filing obligations, and providing timely information upon request. In Nigeria, we adhere to anti-bribery laws, such as the Corrupt Practices and Other Related Offences Act of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) and the Money Laundering (Prohibition) Act of the Economic and Financial Crimes Commission (EFCC). As a business, we recorded 4 confirmed cases of bribery and corruption in 2024, an 85% decrease from 27 cases in 2023.

As part of ongoing compliance efforts, the Company maintained 74 environmental permits and licenses across all operations in 2024, underpinning its commitment to environmental responsibility and regulatory adherence. Additionally, a review of DCP's operating locations highlights areas where litigations have been raised and fines incurred, underscoring the importance of proactive risk management and continuous regulatory engagement to mitigate potential legal and financial exposures. In 2024, a fine of ₦930,488,936 was incurred.

Corporate governance

At DCP, corporate governance is a pivotal material matter to us as well as our stakeholders. Our corporate governance framework is built on a foundation of integrity, ethical conduct, and accountability. These core values drive our commitment to sustainable decision-making and ensure that we create long-term shared value for all stakeholders, including employees, customers, communities, investors, shareholders, and regulators. We have established a corporate governance framework that empowers the Board and its Committees to provide strategic oversight of our Group functions, in line with industry best practices. By adhering to applicable governance standards, the Board ensures that we pursue our mission and vision while fulfilling our responsibilities to all stakeholders to conduct our business with fairness, integrity, and transparency. Strengthening our governance framework involves developing new policies and standard operating procedures (SOP) and reviewing existing ones. New standard operating procedures developed in 2024 included the Environmental, Social and Governance SOP and Waste Lifecycle Management SOP. We received 46 whistle blowing cases in 2024, a 23% decrease from 60 cases in 2023; 17 of which have been resolved, 37% resolved and 63 % ongoing. Refer to the dedicated Corporate Governance section of our Annual Report for more information.

Financial performance

In 2024, our strong financial performance—marked by revenue growth, profitability, and efficient capital allocation—reinforced our commitment to long-term economic impact and social progress. Beyond financial success, we continue to prioritise sustainability, ensuring that our initiatives create lasting benefits for the environment and communities.

Contribution to household income

By scaling efficiency in workforce management, we effectively distribute financial resources, supporting employees and shareholders. In 2024, we contributed ₦244,528 million to household income through salaries, wages, and benefits, reflecting a 78% increase from ₦137,139 million in 2023. Shareholders also benefited from dividend payments of ₦502,580 million, a 49% increase from 2023. Our indirect contributions are in form of tax, local procurement, and social investments. In 2024, indirect contributions increased by 67% with an indirect contribution of ₦1,606,851 million compared to ₦962,105 million in 2023.

This strong financial foundation enables us to drive sustainable growth, enhance stakeholder well-being, and create long-term economic value. The table below shows DCP's contribution to household income from 2021 to 2024.

DCP contribution to household income

Parameters	2021 ₦'million	2022 ₦'million	2023 ₦'million	2024 ₦'million
Direct contributions				
Employee wages, salaries, and benefits	72,824	86,328	131,812	232,779
Pension cost	-	2,444	2,883	9,122
Employee benefits obligation	-	1,551	2,444	2,627
Sub-total	72,824	90,323	137,139	244,528
Payments to providers of capital				
a. Dividend paid to shareholders	272,005	337,471	337,471	502,580
b. Interest on all forms of debt and borrowings	52,558	68,840	118,984	339,422
Sub-total	324,563	406,311	456,455	842,002
Total	397,387	496,634	593,594	1,086,530
Indirect contributions				
Tax payment	33,408	150,766	166,129	174,458
Local procurements (All operations)	409,216	496,349	793,620	1,419,972
Social investment	2,490	1,648	2,356	12,421
Total	445,114	648,763	962,105	1,606,851

Economic value generated and distributed (EVG&D)

Our approach to economic value creation balances market expansion with local economic development by ensuring ethical procurement practices, fulfilling tax obligations, and investing in social initiatives. Through responsible sourcing, regulatory compliance, and community-focused programmes, we drive sustainable growth that benefits both our business and the communities we serve. Economic value generated in 2024 was ₦3,580,550 million. Economic value distributed in 2024 was ₦3,537,724 million.

Economic value generated and distributed (EVG&D)

Parameters	2022 ₦'million	2023 ₦'million	2024 ₦'million
Revenue	1,618,32	2,208,090	3,580,550
Employee wages, salaries, and benefits	90,323	137,139	244,528
Operating costs, excluding administrative expenses	958,819	1,371,383	2,264,315
Payments to providers of capital (dividend to shareholders plus interest payments to providers of loans)	406,311	456,455	842,002
Social Investments	1,648	2,356	12,421
Local Procurements (All operations)	496,349	793,620	1,419,972
Payments to government	150,766	166,129	174,458

Procurement practices

Guided by established ethical standards, our procurement practices prioritise efficient and responsible sourcing. In 2024, we achieved a 79% increase in local procurement compared to 2023, reinforcing our commitment to regional economic development. By balancing local sourcing with global imports, we support community growth while ensuring access to high-quality resources.

Total Procurement Spending (All DCP Operations)

Procurement per year	Total ₦'million	Local ₦'million	Imported ₦'million	Percentage of local procurement spending	Percentage of Import procurement spending
2024	1,899,869	1,419,972	479,897	75%	25%
2023	1,108,083	793,620	314,463	72%	28%
2022	797,286	496,349	300,937	62%	38%

These economic contributions underscore our commitment to financial sustainability, stakeholder prosperity, and economic empowerment, reinforcing our role in driving long-term value for shareholders, employees, and the broader economy.

Tax transparency and shareholder returns

As a good corporate citizen, Dangote Cement contributes to economies and society both directly and indirectly, through the taxes we pay. The company reckons that taxes are an avenue to contribute to public and government funds. Our approach to tax considers all stakeholder interests in line with its tax policy. In 2024, our tax payments increased by 5% from ₦166,129 million in 2023 to ₦174,458 million in 2024. Also, our shareholders received a total dividend payment of ₦502,580 million, a 49% from 2023. Despite the challenging financial year due to inflationary prices, our dividend payment per share remained at ₦30.



Ignatius Ediale

Head, Financial Control & Reporting
(Nigeria)



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

Key achievements include:

- Implementing cost control measures to minimise waste and inefficiencies.
- Implementing robust internal controls to prevent fraud and ensure data integrity.
- Automation of routine financial tasks to reduce manual errors and free up time for strategic activities.
- Training and professional development opportunities for finance staff.
- Fostering a culture of continuous improvement and innovation in the finance team.

What role has Finance played in advancing DCP's sustainability journey?

- Funding of Alternative Fuel project
- Funding of year 2024 Sustainability Week
- Partnering with the Sustainability function in improving ESG reporting

Please briefly describe the functions of your business unit.

The Finance department plays a vital role in the success of DCP. Its functions encompass financial planning and analysis, cost management, cash flow management, capital management, and risk management. By effectively managing the Company's financial resources, the finance department helps ensure stability, support growth, and enhance profitability.

PATH TO PROGRESS

IN THIS CHAPTER

- 109 | Exploring new frontiers
- 110 | ESG milestones
- 111 | Past year's progress
- 113 | Reporting practice



Exploring new frontiers

Partnerships for scaling impact

At Dangote Cement, we recognise that collaboration is fundamental to scaling both operational efficiency and social impact. By nurturing strategic partnerships, we not only enhance sustainability within our operations but also amplify our contributions to the communities we serve, ensuring long-term, transformative change at scale.

In 2024, we deepened our engagement with the Global Cement and Concrete Association (GCCA), actively contributing to the development of an industry-wide roadmap for achieving net-zero emissions by 2050. This collaborative effort is a critical step in scaling decarbonisation across the cement sector by standardising best practices, driving innovation, and creating economies of scale for low-carbon solutions. Our commitment to the GCCA's roadmap is complemented by locally tailored innovations that allow us to efficiently implement global sustainability strategies in diverse operational contexts. Through our participation in the From Global Commitment to Local Action programme, we are helping to bridge the gap between high-level industry commitments and localised, impactful decarbonisation initiatives.

In Nigeria, we play a leading role in the Technical Committee of the Cement Manufacturers Association of Nigeria (CMAN), working to develop a customised CO₂ reduction strategy for the local cement sector. This collaboration promotes knowledge sharing and the adoption of best practices to enhance sustainability. Likewise, in Cameroon, we partner with a governmental consortium dedicated to decarbonising the cement industry and supporting the country's Nationally Determined Contributions (NDCs) like in our other host countries. A significant milestone in 2024 was the successful completion of a solar lighting project at Penja Mines in Cameroon, reinforcing our commitment to sustainable energy solutions.

Additionally, in 2024, Dangote Cement formed a partnership with MTN Cameroon through the One Goal Alliance, a corporate coalition comprising Chanas Assurances, Dangote Cement Cameroon, Huawei Cameroon, IHS Towers Cameroon, MTN Cameroon, MWDD Cameroon, and UBA Cameroon. This initiative unites CSR efforts to maximise collective impact and achieve shared goals. Aligned with the SDGs and Cameroon's 2020–2030 national strategy, the One Goal Alliance focuses on education, healthcare, and access to potable water, driving meaningful change



for businesses and communities alike.

Throughout the year, we also deepened our engagement with key industry organisations, including the Nigerian Exchange Group (NGX), the Global Reporting Initiative (GRI), and the UN Global Compact. These affiliations underscore our dedication to transparency, accountability, and sustainable business practices.



Looking ahead, we remain committed to leveraging strategic collaborations to drive our sustainability agenda. By working together, we aim to build a resilient and sustainable future, guided by our shared commitment to excellence, innovation, and responsibility.

ESG milestones

As part of our unwavering commitment to sustainability, Dangote Cement continues to set the standard for responsible business practices across Africa. Our dedication to environmental, social, and governance (ESG) excellence was celebrated in 2024 through several prestigious awards and recognitions.

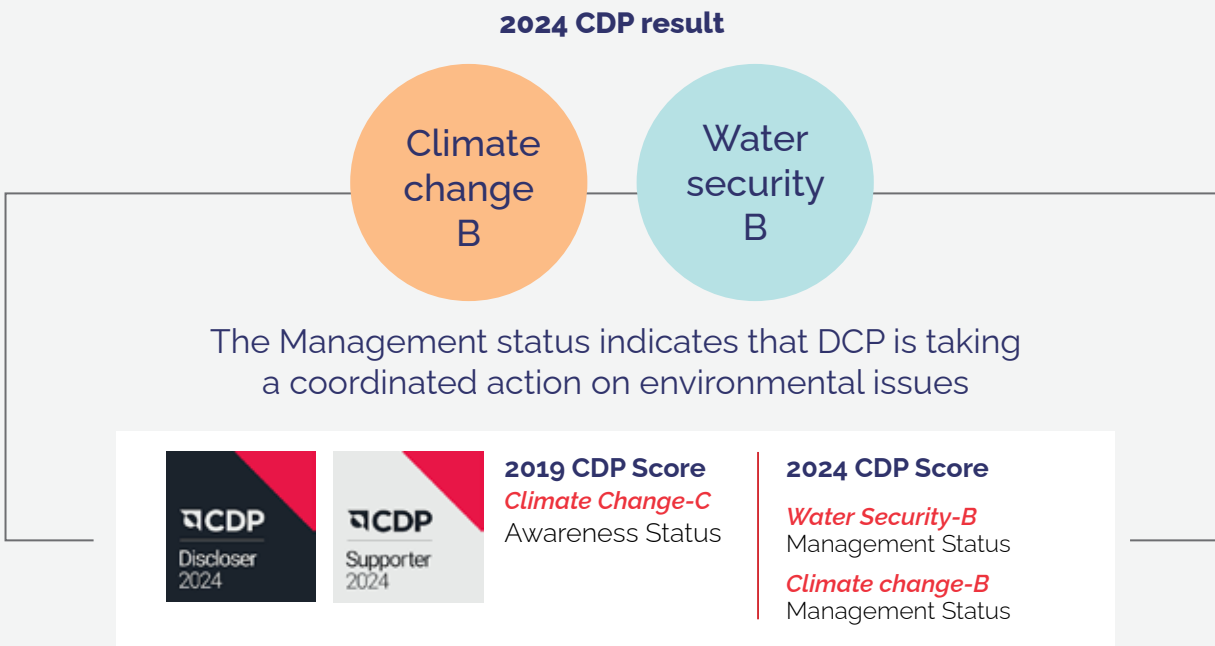
At the Nigeria Employers' Consultative Association (NECA) 2024 Annual Night of Recognitions, Dangote Cement received the Sectoral Excellence Award in the Chemical and Non-Metallic Products category. DCP emerged the winner of the 2023 Nature News Environmental Sustainability Award. The Women in Marketing and Communications Awards recognised DCP as the Most Responsible Cement Manufacturing Company.

Our regional operations also received notable accolades. Dangote Cement Tanzania won the Business SDG Awards 2024, while Dangote Cement Senegal was recognised as the Best Supply Chain Organisation. We also earned the

FMDQ Gold Award for the Most Active Corporate in the Foreign Exchange Market and the NGX Award for Excellence in Corporate Reporting. Furthermore, the Federal Inland Revenue Service of Nigeria acknowledged us as one of the most compliant taxpayers at its Special Day event during the 2024 Lagos International Trade Fair.

Reaffirming our commitment to environmental stewardship, Dangote Cement improved its Carbon Disclosure Project (CDP) ratings, achieving a B rating in both Climate change and Water security.

These awards and recognitions validate our sustainability achievements while reinforcing our dedication to creating lasting positive impacts on the environment and communities. As we move forward, we remain committed to scaling our sustainability efforts, delivering value to stakeholders, and advancing broader environmental and social responsibility goals.



Our active engagement in climate governance actions in our countries supported Dangote Cement's milestones in ESG performance in 2024.

Dangote Cement Tanzania participated in developing the Tanzania Cement Industry Net Zero Accelerator Roadmap, which the GCCA facilitated. With help from partners such as Climate Works, École Polytechnique Fédérale de Lausanne (EPFL), and UN Climate Technology Centre and Network, the engagements defined the baseline, potential targets and identified policy enablers for CO₂ reduction. Using the European Cement Research Academy (ECRA) calculation tool, the mitigation impact of respective levers created a pathway to achieving "Net Zero in Tanzania. In Congo, we leveraged the Congolese Agency of Standardisation and Quality partnership with EPFL for the approval of new cement standards, which allow up to 50% clinker factor, particularly for LC3 cement.

Our ESG milestones are also influenced by transparency on sector and jurisdictional reporting practices of entities such as the GCCA, Climate Action 100+, UNGC's Communication of Progress, and Extractives Industries Transparency Initiative. Our ESG due diligence process for meeting investor and partner requirements remained up to date.

DCP supports Africa's quest to discover emerging climate technologies, such as the Nigerian Industrial CCUS Diagnostic and Scoping project. This initiative led to the launch of the International Finance Corporation's (IFC) Nigerian CO₂ Storage Atlas, which will shape Nigeria's future adoption of this technology. Our participation was not limited to attending technical workshops, which facilitated knowledge sharing on the methodology for this project. We provided data and technical feedback in response to inquiries from the technical partners.

Past year's progress

Environmental indicators	2022	2023	2024
CO₂ emission (absolute)			
Total scope 1 emissions in the reporting year (million metric tonnes)	17.7	17.4	17.7
Gross absolute direct CO ₂ emissions (million metric tonnes)* ^a	16.0	15.6	16.4
Net absolute direct CO ₂ emissions (million metric tonnes)	15.9	15.3	15.9
CO ₂ from on-site power generation (million metric tonnes)	1.7	1.8	1.5
Total scope 2 CO ₂ emissions from power purchased (million metric tonnes)	0.3	0.6	0.4
Direct CO₂ emissions intensity (scope 1)			
Gross CO ₂ per tonne of cementitious material (kg CO ₂ /tonne)	595	585	588
Net CO ₂ per tonne of cementitious material (kg CO ₂ /tonne)* ^b	590	577	570
Energy (thermal and electrical)			
SHC clinker production (MJ/tonne clinker) * ^c	3,330	3,428	3,281
Conventional fossil fuel (% of kiln fuels)	0.961	0.875	0.905
Alternative fuel rate (% of kiln fuels)	0.027	0.040	0.024
Biomass fuel rate (% of kiln fuels)	0.012	0.080	0.071
Total energy consumption (Kiln) in TJ	66,247	66,306	68,832
Total energy consumption (Plant) in TJ	95,786	101,530	100,445
% of total plant energy consumed per source			
Petroleum Coke/Coal mix	0.0	0.0	0.0
Coal	42.6	46	42
Natural Gas	48.7	41	47
Diesel	3.2	1.5	1.9
Petrol	0.0	0.0	0.0
LPFO	0.7	0.3	0.1
Electricity	2.1	2.3	2.0
Alternative fuel (fossil and biomass based)	2.7	8.5	6.5
Clinker/cement (equivalent) factor (%)	0.74	0.73	0.74
Water management			
Total water withdrawal in (million m ³)	6.81	6.56	6.25
Water withdrawal by source			
Fresh surface water(% total)	0	2	35
Groundwater (% of total)	51	50	63
Municipal water (third party sources) (% of total)	1	3	1
Quarry (% of total)	12	9	0
Others (% of total)	36	36	1
Total water Consumption/utilisation in (million m ³)	6.28	6.0	5.7
Water recycled/reused (million m ³)	0.22	0.46	0.31
Water withdrawal per cementitious product (lit/tonne)	253	246	224
Water consumption per cementitious product (lit/tonne)	234	225	204

^a 2022, 2023 and 2024 data consolidated based on the Global Cement and Concrete Association's (GCCA) definition of total direct CO₂ emissions – a) direct CO₂ emissions originating from fossil carbon, i.e., excluding CO₂ emissions from biomass which are considered climate neutral and CO₂ from on-site electricity production.

^b Specific CO₂ for 2022, 2023 and 2024 consolidated to CO₂/tonne cementitious product with GCCA Cement CO₂ and Energy Protocol, Version 3.1 GNR 2.0.

^c Specific heat consumption for 2022, 2023 and 2024 consolidated with GCCA Cement CO₂ and Energy Protocol, Version 3.1 GNR 2.0.

112 | **Dangote Cement Plc** Annual Report and Accounts 2024

Sustainability training			
Number of employees trained	598	337	639
Number of training hours	1,478	1,642	2,583
HSE training			
Number of staff trained on HSE	27,450	30,073	38,409
Total number of hours for staff training on HSE	109,800	120,292	60,608

Governance indicators		2022	2023	2024
Business ethics				
Number of whistleblowing cases		71 (41% resolved; 59% ongoing)	60 (52% resolved; 48% ongoing)	46 (37% resolved; 63% ongoing)
Gender diversity				
Females at senior management level		15%	15%	14%
Females at executive management		13%	13%	13%
Females in total workforce (permanent employees)		9%	9%	9%
Economic performance				
Contribution to household income	Direct contributions to household income (salaries, wages, and dividends) (₦' million)	496,634	593,594	1,086,530
	Indirect contributions to household income (taxes, local procurement, and social investments) (₦' million)	648,763	962,105	1,606,851
Local content				
Local procurement (₦' million)		496,349	793,620	1,419,972
Imported procurement (₦' million)		300,937	314,463	479,897
Total procurement spending (₦' million)		797,286	1,108,083	1,899,869

Reporting practice

Maintaining the highest standards of transparency and accountability is essential to effective sustainability reporting. Our 2024 Sustainability Report provides a comprehensive overview of environmental, social, and governance performance for the year ended 31 December 2024, offering stakeholders clear insights into how material ESG risks are managed and long-term value is created.

As part of a strong sustainability governance framework, regular materiality assessments and stakeholder engagement exercises are conducted to identify and address the most pressing ESG issues. Also, Dangote Cement developed an ESG Integration Standard Operating Procedure to enhance the integration of sustainability into various functions within the organisation. These insights shape the focus areas of our reports, ensuring the effective communication of economic, environmental, and social impacts most relevant to operations.

We ensure our reporting aligns with leading global sustainability frameworks, including the GRI Sustainability Reporting Standards and the Global Cement and Concrete

Association (GCCA) Sustainability Charter. Additionally, adherence to the UN Global Compact Principles, the Securities and Exchange Commission (SEC) Code of Corporate Governance, and the Nigerian Exchange Group (NGX) Sustainability Disclosure Guidelines ensures compliance with industry best practices.

To enhance credibility and accuracy, we implement rigorous data validation and review processes. Independent third-party auditors also assess sustainability data and practices, verifying the integrity of disclosures and providing insights for continuous improvement, reinforcing alignment with industry standards and stakeholder expectations.

For further enquiries

Igazeuma Okoroba
Group Head, Sustainability
igazeuma.okoroba@dangote.com



**The Registrar,**

Coronation Registrars Limited
9, Amodu Ojikutu Street,
Victoria Island,
Lagos, Nigeria

