



# Cultural pillar: building a culture of sustainability

The cultural pillar embodies our core values into the way we do business, embracing respect, teamwork, empowerment, inclusion, integrity, learning and meritocracy within our organisation.



# “12,709 employees trained for 92,999 hours in 2020.”



## Cultural standards

Our Cultural Pillar is the foundation upon which our organisational ethos is built. Through this pillar, we ensure that sustainability is embedded in our corporate culture. For us, the Cultural Pillar is an embodiment of ethical business, professionalism, brand loyalty, employee empowerment, mutual respect, inclusion, equal opportunities, and shared value. We strive to ensure that every member of staff across every hierarchy and every operational segment functions in tandem with these guiding principles.

We are committed to a workplace that is inclusive and accommodates the culture of all stakeholders without bias, stereotyping, or discrimination. We encourage and reward teamwork, integrity and meritocracy in our workplace.

We seek to embody our core values in the way we do business, including respect for cultural diversity in our internal and external engagements, and giving back to the societies in which we operate. We are committed to building a workforce of sustainability champions, and positive environmental and socioeconomic impact enthusiasts. We aspire to create a work environment where sustainability is a way of life. We believe that our employees are the driving force of our strategy and our Human Assets Policies are based on the belief that the success of our organisation is directly linked to the quality of our human capital and the success of the individual staff members.

## Labour practices

At Dangote Cement we regard our people as our number one asset. Our employees deliver on our product and service excellence promises that we make to our customers and other key stakeholders. Without them, our business success and future growth could be truncated. As such, we have established a working environment where our employees enjoy job security, equality, steady career progression, high level of professional and personal satisfaction, and mutual sense of loyalty and commitment. At the heart of our sustainability drive is the strong commitment to uphold the rights and personal dignity of our employees.

To this end, we have put in place:

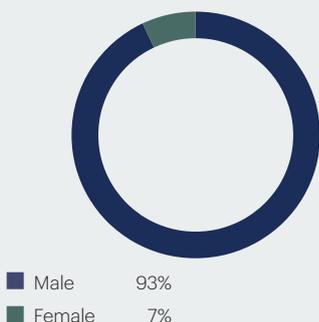
- Policies that align with internationally recognised human rights and labour practices, that promote cordial and harmonious working environment;
- Employment conditions that encourage creativity and full deployment of the capabilities of each employee;
- Training and development initiatives that promote continuous learning, with processes that identify the specific areas of professional development needs of each employee;
- Workplace health and safety policies and practices that ensure that our employees feel safe and protected as they carry out their different functions;
- Equal opportunities, competitive remunerations and the use of performance evaluation tools that ensure transparency and objectivity in our human resource management, and reward management; and
- Internal engagement mechanisms that encourage free flow of communication across all hierarchies and strata within our organisation.

## Our workforce

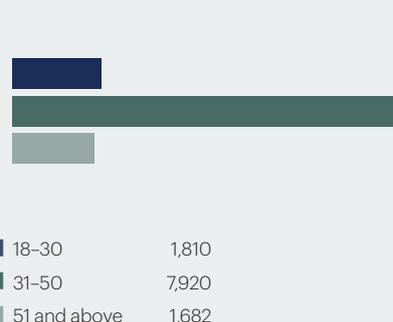
Our workforce comprises of talents of varying ethnicities, nationalities, age grade, professional cadre, gender, work experiences, and so on. We are an equal opportunity player that accords each employee the same chance to thrive and excel in their various duties and roles.

In 2020, we had a staff strength of 11,412 (excluding transport division) comprising of 804 females and 10,608 males. Of this number, 8,240 are permanent employees; 2,853 are temporary employees; while 319 are expatriates. Of the total permanent employees, 730 are female while 7,510 are male, representing 8.86% and 91.14% of female and male employees, respectively.

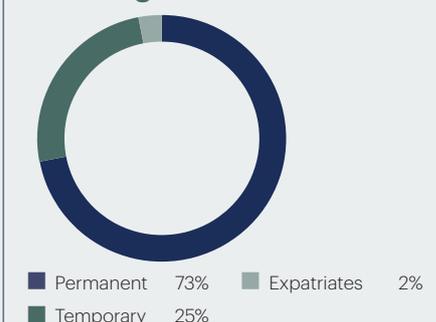
Gender categorisation of staff



Age categorisation of staff



Categorisation of employees according to contract



# “The Dangote Way” Cultural Pillar continued



## Our workforce continued

Also, in the year under review, our Transport division consisted of 7,509 employees, bringing our total staff strength to 18,921.

In terms of age categorisation, of the 11,412 staff, 1,810 were in the 18 to 30 years age group; 7,920 were in the 30 to 50 years category; while 1,682 were above 50 years; representing 15.86%, 69.40%, and 14.74%, respectively. Together, employees between the ages of 18 to 50 constitute a total of 9,730, representing 85.2% of the workforce (excluding Transport division). Of the total number of permanent employees, 7,130 are in Nigerian, South African, Senegalese and Ethiopian operations, out of which 577 (8.09%) are female and 6,553 (91.91%) are male.

## Employee growth and turn-over rate

2020 was an eventful year. The COVID-19 pandemic came with unforeseen challenges that disrupted business activities around the world. In Nigeria and other countries where we operate, there were instances of multiple lockdowns that disrupted operations as the continent intensified efforts to curtail the spread of the pandemic. These impacted employee hiring and exits during the year under review.

Despite these challenges, Dangote Cement took concrete steps to ensure that the business met its obligations, and continued to create value for all key stakeholders, including our valued employees.

In the year under review, the total number of new hires was 656, compared to 1,066 in 2019, and representing a 38.46% decrease. Due to internal restructuring implemented in 2020, including redundancies and reassignment of staff to other business units within the Dangote Group, total number of exits of permanent employees was 982, compared to 525 as at 2019, representing a 87.05% rise, year on year.

Meanwhile, our Nigerian operations recorded 416 new hires (permanent employees) and 834 exits in the year under review, indicating 25.4% decrease in new hires and 80.6% rise in exits, respectively, compared to 2019.



## 2020 new hires and exits in Nigerian operations (permanent employees)

	2018		2019		2020	
	New hires	Exits	New hires	Exits	New hires	Exits
	508	179	558	161	416	834
Country			2019 new hire*	2020 new hire	2019 exits*	2020 exits
Nigeria – HQ			67	79	45	84
Nigeria – Gboko			1	23	19	105
Nigeria – Ibese			285	103	36	331
Nigeria – Obajana			205	211	61	299
Cameroon			37	10	15	10
Congo			68	30	26	9
Ethiopia			31	35	21	12
Ghana			7	7	137	10
Senegal			31	20	19	11
Sierra Leone			6	7	8	5
South Africa			51	28	37	18
Tanzania			122	64	59	58
Zambia			155	39	42	30
<b>Total</b>			<b>1,066</b>	<b>656</b>	<b>525</b>	<b>982</b>

\* Excludes transport new hire or exits.

## Building a work environment where employees are empowered to thrive

To achieve a thriving business, we believe it is imperative to empower and inspire our employees to consistently give their best. We ensure that our employees share our values and derive a strong sense of purpose and meaning from their work. We also recognise that they seek opportunities for sustainable professional growth and development, while enjoying a work-life balance. We consistently respond to these yearnings, leveraging strategic initiatives and programmes that deliver fit-for-purpose learning experiences across all levels, as well as effective career progression and succession planning that takes account of feedback received from our employees.

We offer benefits and compensation packages that are competitive in our industry and sector and remain committed to investing in our employees with the same passion that they invest in ensuring that we achieve our organisational goals and objectives.

Some of the benefits that we offer our employees include:

- Group life insurance
- Employee spouse group life insurance
- Workmen’s comprehensive insurance
- Comprehensive health care
- Paid annual leave
- Parental leave (maternity and paternity leave)
- Examination leave
- Children education support allowance
- Professional body subscriptions
- Long service awards
- Staff marriage cash present

- Birthday present
- Paid mourning leave
- Wedding cash gifts

We also have policies in place that propel a culture of mutual trust and respect across all cadres of employees and discourage all forms of biases and acts of discrimination. As a member of the United Nations Global Compact (UNGC); and with commitments to several local and international sustainable business principles and standards, we enforce policies that safeguard employees' overall wellbeing and job satisfaction. Some of these policies include Diversity and Inclusion Policy, Harassment Policy, Compensation and Benefits Policy, Compensation and Benefit Policy for Staff on Expatriation, Manpower Planning and Recruitment Policy, Education and Training Policy, Leave Policy, Travel Policy, among others.

### Learning and development

We are building a learning culture that is focused on developing and consistently improving on the skills, competences and capacity of our workforce. We consider it essential to offer our employees a variety of resources and opportunities that help them advance their professional and personal development. Our learning and development offerings cover vast focus areas and are provided via on-the-job, classroom and online learning platforms, to both permanent and temporary employees across all cadre, in our Nigerian and Pan African operations. Independent study courses, web-based courses, continuous assessments, intensive workshops, and action-planning courses are included in the offerings. There are training opportunities that are available to all employees, irrespective of functions while others are designed to address specific learning and development outcomes in particular function areas.

Due to the COVID-19 pandemic, much of our trainings in the year under review were done virtually. Our Human Resources and Dangote Academy worked in partnership with departments and functions to ensure that the required training interventions were identified and implemented in line with our overall business goals and objectives.



### 2020 training numbers

In 2018, Dangote Academy trained 9,915 employees (including transport workers) for a total of 121,552 hours, across Plants and head office operations, with training cost put at ₦137.5 million. Year on year, the number of employees trained increased by 68% in 2019 at 16,656. In four countries of operation (Nigeria, Ethiopia, South Africa and Senegal) costs of employee trainings and capacity building stood at ₦598.5 million in 2019. In 2020, 12,709 employees were trained for 92,999 hours at a cost of ₦504.691 million.



# “The Dangote Way” Cultural Pillar continued



## 2020 Employee learning and development initiatives with total training spending (by locations)

Country	Total number of training programmes and spending on employees' training			
	Number of training programmes and initiatives (with mode of training)			Cost of Training ₦
	Physical or classroom or on-site	Virtual (online)	Total	
Nigeria - HQ	375	1,375	1,750	189,591,114.85
Nigeria - Gboko	4	165	169	15,961,687.80
Nigeria - Ibese	204	3,181	3,385	32,926,542.57
Nigeria - Obajana	304	1,146	1,450	141,619,279.31
Ethiopia	63	484	547	15,346,711.39
Senegal	33	423	456	20,053,181.49
South Africa	337	641	978	3,009,177.54
Tanzania	95	298	393	29,068,906.75
Cameroon	78	291	369	2,366,928.22
Ghana	30	164	194	175,000.54
Congo	624	698	1,322	44,318,511.56
Sierra Leone	141	690	831	1,911,209.72
Zambia	725	140	865	8,343,160.96
<b>Total</b>	<b>3,013</b>	<b>9,696</b>	<b>12,709</b>	<b>504,691,412.70</b>
	<b>23.71%</b>	<b>76.29%</b>		

The table below captures the total number of employees trained per employee levels across all our operations in 2020.

## Number of employees trained per employee levels in 2020 (by locations)

Country	Total number of employees trained per employee level								Total
	Executive/Senior management		Management		Senior/Professional		Junior/Technician		
	Men	Women	Men	Women	Men	Women	Men	Women	
Nigeria - HQ	15	46	102	319	285	971	2	10	1,750
Nigeria - Gboko	—	8	—	37	9	110	1	4	169
Nigeria - Ibese	—	25	1	268	68	965	8	2,050	3,385
Nigeria - Obajana	—	4	2	111	42	458	17	816	1,450
Ethiopia	2	5	7	67	117	340	1	8	547
Senegal	—	7	8	18	62	342	4	15	456
South Africa	1	18	2	114	37	318	48	440	978
Tanzania	—	1	5	26	37	79	4	241	393
Cameroon	4	29	—	26	25	166	7	112	369
Ghana	—	—	—	55	8	116	—	15	194
Congo	—	10	13	176	112	400	115	496	1,322
Sierra Leone	—	7	2	53	60	331	8	370	831
Zambia	1	10	4	49	26	86	5	684	865
<b>Total</b>	<b>23</b>	<b>170</b>	<b>146</b>	<b>1,319</b>	<b>888</b>	<b>4682</b>	<b>220</b>	<b>5,261</b>	<b>12,709</b>
							<b>Women</b>	<b>10.05%</b>	<b>1,277</b>
							<b>Men</b>	<b>89.95%</b>	<b>11,432</b>

## Total number of employees' training hours per employee levels in 2020 (by locations)

Country	Number of training hours provided to employees in 2020 per employee level								Total
	Executive/Senior management		Management		Senior/Professional		Junior/Technician		
	Men	Women	Men	Women	Men	Women	Men	Women	
Nigeria – HQ	18	152	262	1,414	2,219	7,682	28	10	11,785
Nigeria – Gboko	—	44	—	95	30	337	4	13	523
Nigeria – Ibese	—	108	1	2,000	317	6,050	33	7,438	15,947
Nigeria – Obajana	—	28	4	500	220	2,639	118	6,570	10,079
Ethiopia	4	40	27	438	406	1,638	2	93	2,648
Senegal	—	47	39	103	313	1,677	7	53	2,239
South Africa	1	37	3	377	903	12,532	571	3,413	17,837
Tanzania	—	1	15	58	92	198	4	400	768
Cameroon	60	218	—	138	207	1,508	66	384	2,581
Ghana	—	—	—	202	40	547	—	20	809
Congo	—	72	156	1,556	952	3,720	1,104	4,736	12,296
Sierra Leone	—	43	64	941	753	4,914	172	3,074	9,961
Zambia	5	64	29	491	569	1,346	78	2,944	5,526
<b>Total</b>	<b>88</b>	<b>854</b>	<b>600</b>	<b>8,313</b>	<b>7,021</b>	<b>44,788</b>	<b>2,187</b>	<b>29,148</b>	<b>92,999</b>
							<b>Women</b>	<b>10.64%</b>	<b>9,896</b>
							<b>Men</b>	<b>89.36%</b>	<b>83,103</b>

## 2020 training and capacity building

2018			2019			2020		
Number of employees trained	Training hours	Amount spent	Number of employees trained	Training hours	Amount spent	Number of employees trained	Training hours	Amount spent
9,915	121,552	₦137.5m	16,656	74,880	₦598.5m (4 countries)	<b>12,709</b>	<b>92,999</b>	<b>₦504.7m</b>



# “The Dangote Way” Cultural Pillar continued



## 2020 Sustainability trainings

Dangote Cement is committed to embedding sustainability practices into the very fabric of its business strategy and operations. We understand that one of the ways we could accomplish this objective is to build the capacity of our employees on sustainability, furnishing them with the requisite knowledge and skills to drive its operationalisation across board. A key approach that we have adopted is to consistently review our training plan as well as its contents to ensure that they align with the needs and expectations of our workforce and sufficiently cover new and emerging trends.

Our sustainability training curriculum in 2020 was strictly need-based, shaped by the feedback that were received from employees as part of our 2019 Stakeholders’ Surveys. Dangote Cement staff rated sustainability training as very important in shaping their awareness and understanding of the Company’s environmental, social and governance performance. To this end, our 2020 training plan was geared towards improving sustainability awareness, thinking and practices in the workplace.

Despite the COVID-19 pandemic, we executed several of our sustainability trainings and capacity building initiatives planned for 2020. In place of the planned classroom learning, we resorted to virtual, fit-for-purpose trainings using online resources and platforms.

In total, seven sustainability training modules were executed in 2020, in about 1,441 hours. This is lower than the 12 modules and 2,608 training hours achieved in 2019. The decrease in training numbers was due to the COVID-19 lockdown that compelled a rescheduling of some of the trainings earlier planned for the year. However, while in 2019 we trained 249 employees on sustainability principles, best practices and implementation steps and requirements, in 2020, more employees (366 in total) were trained, utilising fewer virtual hours.

Our sustainability training was targeted at the following categories of staff:

1. Sustainability leads in Nigerian and Pan-African operations.
2. Sustainability champions across diverse department/ functions.
3. Employee volunteers across Dangote Cement operations.
4. Key Department/Function Heads.
5. Senior and Executive Management.
6. Plant Directors/Country Managers.

### Sustainability trainings: 2019–2020

2019			2020		
Training modules	Number of employees trained	Training hours	Training modules	Number of employees trained	Training hours
12	249	2,608	7	366	1,441

### 2020 sustainability trainings

Seven (7) Training modules executed

Five (5) in-house & two (2) externally facilitated

366 employees trained

1,441 total training hours



## Sustainability awareness creation

In May 2020, Dangote Sustainability function in collaboration with Corporate Communications commenced the publication of Dangote Sustainability Tit-bits Weekly along with weekly quiz.

The weekly publication has been a useful tool in sensitising internal stakeholders across Dangote Industries Limited on what sustainability really means; how it relates to our everyday official and personal lives; why it is imperative for business continuity; and the roles that every employee could play in supporting the business’ sustainability objectives as well as the actualisation of the United Nations Sustainable Development Goals. It also creates awareness on the daily practical steps that we could take to make the world a better place for us and for future generations.

The publication communicates “sustainability”, in simple, practical, everyday language, using real life examples that resonate easily with everyone, towards fostering positive environmental, social and governance actions and culture.



## 2020 Sustainability Week

As part of its tradition of encouraging and supporting employees to create value and make positive impacts in host communities, Dangote Cement Plc in October and November 2020 marked its annual Sustainability Week across Nigeria and Pan-African operations. The one-week-long event featured several initiatives and programmes that foster social, economic and environmental wellbeing in host communities and markets.

Despite the impacts of the COVID-19 pandemic that slowed down economies and compelled remote working, we executed the Sustainability Week, which was now more expedient in our quest to support host communities during arguably one of the most difficult years in human history. Designed as part of our employee volunteering initiative, the 2020 Sustainability Week became another channel through which we reached out to host communities with COVID-19 sensitisation programmes, awareness creation, and donation of personal protective equipment (PPEs), food, healthcare products and other palliatives.

In our efforts to guarantee the safety of our staff and host communities, fewer employees participated than in the previous year; strict compliance with COVID-19 safety protocols was followed; and there were less face-to-face engagements.

### Initiatives and programmes

The 2020 event, aptly captioned “Staying safe together – “The Dangote Way”, focused on empowering host communities with the information and resources that they require to stay safe and sustain their wellbeing during very trying times. Activities and initiatives executed included the donation of PPEs to schools, hospitals, women, indigents, churches, mosques, and other identified groups in host communities. The Week was another demonstration of our commitment to positively impacting our host communities and the larger society.

The 2020 Sustainability Week recorded significant and measurable impacts. A total of 1,560 employees volunteered 7,633 hours on 70 initiatives across 13 Dangote Cement operations in 10 African countries. The employee volunteering initiatives cost a total of ₦46,795,802 in cash expenses; equivalent of 65 days of community service and ₦39 million in man-hours calculated at an average hourly salary of the participants, to derive the estimated Value of Volunteer Time (VoVT).

### Dangote Sustainability Week (2018–2020)

No	Key KPI	2020	2019	2018
1	Employee volunteers	<b>1,560</b>	1,676	500
2	Volunteered hours	<b>7,633</b>	11,504	3,000
3	Locations	<b>13</b>	12	8
4	Countries	<b>10</b>	9	6
5	Total number of initiatives	<b>70</b>	63	30
6	Beneficiaries of skills acquisition initiatives for women	<b>409</b>	100	43



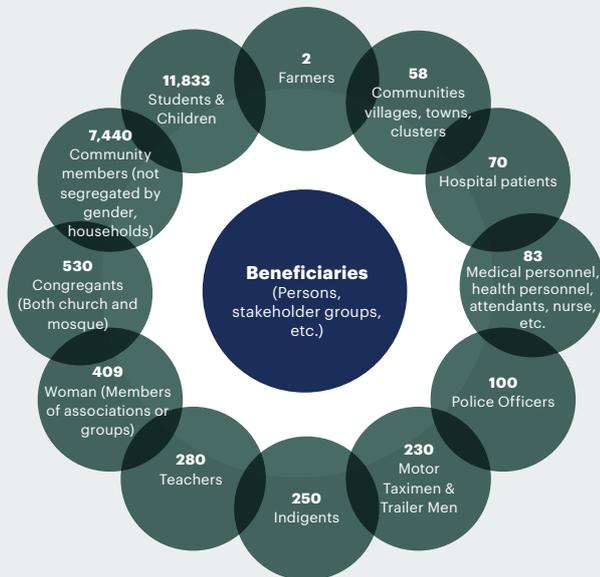
### Summary of impacts

- 1,560 Dangote Cement employees volunteered during the 2020 Sustainability Week across 13 locations in 10 countries.
- 7,633 hours were spent on numerous activities and initiatives by Dangote Cement employees during the week.
- 70 initiatives were carried out by volunteers across 58 communities, involving 70 hospital patients, 83 medical personnel, 100 police officers, 230 taxi and truck drivers, 250 indigents, 280 teachers, 409 women, 530 congregants (churches and mosques), 7,440 community members, 11,833 students and children.
- COVID-19 donations: 26 hand washing stations, 11 hand sanitiser stations (automatic and feet pedaled), 24,884 facemasks, 4,540 bottles of hand sanitisers, 5,640 litres of refillable sanitisers, 3,675 bottles of hand washing soap, 4,677 copies of COVID-19 sensitisation materials, 4,544 branded t-shirts, 60 branded shirts, 230 branded reflective jackets, among others.
- Educational donations: 23 scholarships (school fees, WASSCE registration fees, etc.), 24,170 notebooks and writing pens, 3,120 pencils, 250 sharpeners, 34 school bags, 71 school kits (containing books, copybooks, bags, school uniforms, etc.), dictionaries, mathematical sets, calculators and public address systems were donated to students that participated in various educational support initiatives in Ibese, Congo, Ethiopia, Senegal, Sierra Leone, South Africa and Tanzania.
- Health outreach: 335 mosquito nets and 100 cartons of sanitary pads were donations sponsored medical checkup for 55 persons.
- Food and agriculture: Plantain suckers donated to farmers in our Ibese operation; Dangote combo food packs donated in Head Office (Lagos).
- Environment: Trees were planted during the week to support environmental regeneration and reduce effect of climate change (Cameroon, Congo, and Senegal).
- Skills acquisition: women in host communities were trained on multipurpose liquid soap and herbal black soap making; and empowered with soap production chemicals and complete startup kits in Ibese.
- Road rehabilitation: Grading and filling of two community roads (Ibese and Gboko).
- Rehabilitation of two community boreholes and water sources (Tanzania and Obajana) and 12 community engagement benches (South Africa).
- Over 282 external facilitators and subject matter experts (including medical doctors) supported with the COVID-19 sensitisation initiatives.

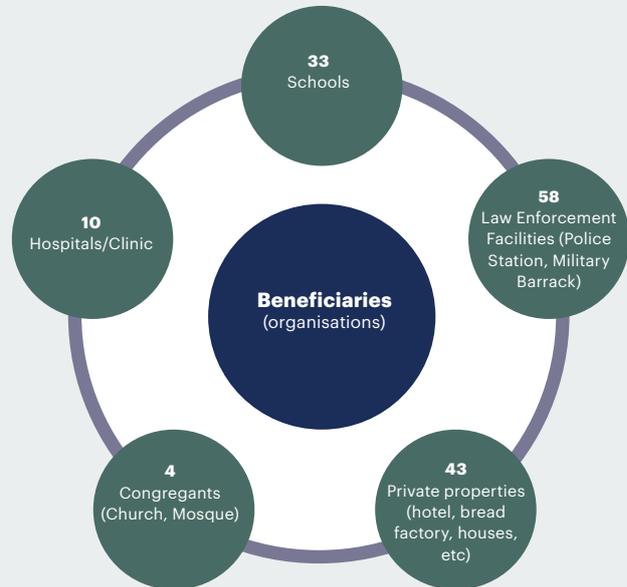
# “The Dangote Way” Cultural Pillar continued



## Sustainability Week Beneficiaries



## Sustainability Week Beneficiaries



## 2020 Dangote Sustainability Week Impact

COVID-19 support & donations

Educational donations

Food/agriculture and poverty alleviation donations

Economic/SMEs empowerment, skills acquisition and capacity building

Provision of water/sanitation

Women empowerment

Environmental interventions

Infrastructure enhancement

## Alignment with UN SDGs



## Institutionalising employee volunteering

At Dangote Cement Plc, we understand the importance of employee volunteering as a strategy that enables the business and employees to contribute to sustainable development, by supporting local communities in meeting needs that are basic but very important. Volunteering, if effectively managed, supports capacity building; environmental and socioeconomic wellbeing; empowerment of women, children and youths in host communities. Employee volunteering complements our social investments and corporate social responsibility objectives of lifting members of our host communities out of poverty and essentially supporting their human capital development.

In 2020, Dangote Cement Plc institutionalised employee volunteering, backed by approved policy and implementation strategy. Dangote Cement's Employee Volunteering Policy defines the objectives, scope and focus of activities that qualify for volunteering, hours per quarter allocated for volunteering activities, and approved methods for measuring, monitoring, documenting and reporting the impact of employee volunteers. It also outlines the funding criteria for Dangote-specific projects that require the participation of employee volunteers, such as the annual Dangote Sustainability Week.

According to the provisions of the policy, employees are encouraged to volunteer up to six hours per quarter (24 hours per year) from their normal working hours, for approved volunteering activities. These activities are to be selected from six volunteering clusters, covering education, healthcare, community service, environment, etc., in line with the volunteering interests of employees, the specific needs of different host communities, aligned with the UN SDGs.

With this progress, volunteering at Dangote Cement is now well structured, enabling employees to offer their time, skills and capacity freely for community service. The volunteering process is currently being digitised for efficiency, transparency, easy monitoring and impact measurement.



### Health Cluster

- Helping to administer hospital support services to patients, etc. in hospitals
- Cleaning hospitals and cutting overgrown weeds, etc.
- Donation of medical supplies to Health facilities
- Teaching in Health Institutions such as School of Nursing, Medical Health Technology, etc.
- Sponsoring of health awareness jingles on local radio stations
- Donation of blood

### Education Cluster

- Providing counselling services in schools
- Mentoring of students in schools
- Teaching/helping persons with special learning needs
- Teaching in schools
- Participating as a judge in school activities such as inter-house sports
- Sponsoring school extra curricula activities such as inter-house/inter-school debates, quiz competitions, Mathematics competitions, English/Spelling competitions, etc.

### Virtual (Digital) Activities Cluster

Dangote volunteers with the approval of Corporate communications and Executive Management could partake in some impactful virtual initiatives. For example: Volunteers could donate time and resources to educate (through virtual media) indigent children on key subjects such as English, Mathematics, Economics, Health Science, etc. Other duly approved virtual initiatives that do not require physical contact with beneficiaries.

### Community Service Cluster

- Cleaning services at old people's homes
- Cleaning services at orphanages
- Counselling services in orphanages
- Repair of roads
- Repair of community sources of drinking water
- Directing traffic
- Cleaning of markets
- Helping to build facilities in orphanages or old people's homes

### Donations Cluster

- Making donations of old clothes to the needy in the community
- Donating food stuff to indigent members of the community
- Donating items such as blankets, walking sticks, eye-glass frames, mosquito nets, etc to old people's homes
- Donating books and educational materials
- Donating boreholes for pipe borne water supply to communities

### Environment Cluster

- Environmental awareness and education (recycling, waste management, etc).
- Mentoring and coaching in schools and local communities
- Tree planting/afforestation activities in host communities, schools, etc.
- Enlightenment on prevention of erosion, excessive CO<sub>2</sub> emissions, etc.
- Donation of environmental books and knowledge sharing materials
- Support for Environment Clubs in schools

# “The Dangote Way” Cultural Pillar continued



## Employee volunteering activities in 2020

Besides our 2020 Sustainability Week which provides a veritable platform for volunteering, we encourage employees at all levels to volunteer their time and expertise to support our communities and lend a helping hand. To drive this, we organise events that provide opportunities for our employees to volunteer. Across all our locations in Nigeria and Pan-Africa, we have an active pool of over 2,500 employee volunteers who are recognised for their exceptional passion and commitment to support our community development objectives, while also fulfilling their own personal development goals of positively impacting communities.

In the year under review, we initiated several new programmes and enhanced existing ones to better facilitate volunteerism among our employees. In 2020, our employee volunteering activities covered the following key areas:

### Education Cluster

Because of the overarching role it plays in socioeconomic and human capital advancement, we have prioritised educational empowerment as a key corporate social responsibility and social investment objective. This priority is reflected in our employee volunteering activities in the year under review. Our staff in different locations volunteered their skills and competences to promote education in host communities. For example, our employees at Dangote Cement Ethiopia donated educational materials including note books, bags, writing materials and other stationeries to five schools in their host communities. A total of 240 students in high schools in Ula Gora, Gatira Nebe, Reji Mokoda and Reji were beneficiaries of the donations that were mostly funded by the volunteers. Furthermore, 486 girls in Lupiya Girls Secondary School were beneficiaries of sanitary and hygiene products donated during Dangote Cement Zambia’s employee volunteering initiative in that school. The major objective of this intervention was to reduce girl-child absenteeism from school owing to lack of access to essential sanitary and hygiene materials.

### Health Cluster

In the year under review, much of our employee volunteered health interventions were channeled towards supporting host communities in combatting COVID-19 and curbing the spread of the pandemic. Our employees donated COVID-19 personal protective items such as face masks, hand sanitisers, hand washing soaps, hand gloves, among others, to members of host communities. They also carried awareness and sensitisation programmes, as detailed in the “Strategic Report on COVID-19” section of this report. Volunteers in our Zambian operations carried out repairs on Chembo Primary School Borehole, to improve access to clean water and sanitation within the school community, which is also critical in combatting the pandemic.

### Environment Cluster

Tree planting was a major volunteering initiative undertaken by Dangote Cement operations in 2020. The aim is to promote afforestation and reforestation, and trigger the carbon sequestration role that trees play in our ecosystem.



## Combating environmental pollution through tree planting (The Ngomene Green Wall Project, Dangote Cement, Senegal)

A key environmental impact of cement production is the emission of gases such as CO<sub>2</sub> and NO<sub>x</sub> into the atmosphere. Besides combatting these emissions through our adoption of environmentally friendly technologies, Dangote Cement Senegal has adopted a reforestation approach tagged “the Ngomene Green Wall” as part of a well-designed eco-system protection strategy. “The Ngomene Green Wall” is an ambitious tree planting initiative around the Ngomene limestone mine, where 5,000 trees comprising of eucalyptus and meluferats will be planted. A total of 1,500 trees have so far been planted since the project was launched in July 2020. The green wall is expected to rise between the mine and the immediate host community, and absorb CO<sub>2</sub> emissions released in the cement operations, thus reducing environmental impact. The initiative is designed to regenerate the ecosystem, including the soils and improve air quality.

As part of Dangote Cement Senegal’s ecosystem protection strategy, aspirators are used to collect dusts and reinject them in production, instead of allowing them to disperse into the atmosphere. This technology, which is unique in Senegal, makes our operation one of the least polluting cement plants in the continent.

Every year, Dangote Cement Senegal celebrates 5th June, which is World Environment Day, during which employees volunteer to plant trees.

Other employee volunteering activities that held in the course of the reporting year include:

- Employee volunteering for the “match for equality walk” designed to sensitise and create awareness on the need to promote gender equity, as part of the 2020 International Women’s Day commemoration in Dangote Cement Zambia.
- Donation of cement to the Zambia Correctional Service for the completion of office blocks.
- Community sensitisation on sustainable water usage and irrigation systems.
- Donation of soap and other sanitary and hygiene products to women in Chiwala Community, Zambia.
- Community road rehabilitation, among others.
- In 2020, 289 volunteers in our Zambian operations gave 1,445 hours to support over 1,500 beneficiaries in host communities through different initiatives and programmes.

