

# A CULTURE OF CARE

## Health, Safety, and Environment

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## 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



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

### 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

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

### 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
<b>Plant audit and inspections</b>	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.
<b>Compliance with Golden Rule No. 1</b>	Employees are encouraged to report observed hazards or unsafe conditions. Feedback is analysed to identify trends or recurring hazards.
<b>Monitoring of safety performance data</b>	Metrics such as injury reports, near-misses, and incident data are monitored to identify patterns and areas of concern.
<b>Non-digitalised reporting</b>	Our contractors can report hazards via the "Hunt the Hazard" booklets and emails.
<b>Site visits</b>	All DCP sites undergo routine site visits and unscheduled visits based on identified hazards.
<b>Cross audits</b>	Departmental cross audits are conducted to ensure we drive H&S excellence across board, and to ensure exchange of H&S best practices.
<b>Daily Job Safety Analysis</b>	Our employees conduct Job Safety Analysis (JSA) to ensure thorough hazard identification before carrying out any task.
<b>HSE patroller inspection</b>	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.
<b>Individual inspections</b>	All workers are trained to report hazards.
Non-Routine Basis	Description
<b>Pre-job risk assessments</b>	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
<b>TOTAL</b>	<b>211</b>	<b>82</b>	<b>42</b>

### 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 Ibor. 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.

