

# Our people, powering a resilient future

2025 was transformational!



**Gloria Byamugisha**

Group Chief Human Resources Officer (until October 2025)

**Our workforce was grounded, stretched and carried the weight of progress. They performed!**

We deliberately and purposefully invested in our people, recognizing that progress and winning make the perfect combo. They rose to the task!

We deepened connection with our staff in a structured manner - through our quarterly town hall meetings and departmental retreats. These forums strengthened transparency, encouraged open dialogue, and fostered a strong sense of community - driving higher levels of trust and engagement across the Group. They spoke out!

Our commitment to the wellness and wellbeing of our staff & their families through our Employee Assistance Programs (EAPs) and monthly health themes (geared towards creating awareness and better habits around mental health, lifestyle diseases, and personal branding) made us realize that sustainable performance starts with healthy, wholesome and happy people. They appreciated it!

Talent Management is institutionalized as a core priority on our agenda. As such in 2025, we graduated 141 Graduate

Trainees across Nigeria, Ethiopia, and Zambia, expanding and strengthening our talent pipeline across Anglophone markets. This momentum continues with an additional cohort of 71 Graduate Trainees scheduled to graduate across our Francophone locations. Beyond this, 61 leaders also graduated from the Dangote Leadership Development Academy as part of our targeted efforts to enhance our bench strength. The 3X Concrete Stars Shine!

We expanded our focus on capability building beyond leadership to systematically develop the skills that drive performance and sustainability. Through the Dangote Academy's technical training and mentoring programmes in Obajana and Lagos, we strengthened functional mastery, institutionalized operational excellence, and created deliberate growth pathways across technical and professional careers. These initiatives anchor a culture of continuous, hands-on learning that evolves in step with our business and industry realities. They built capacity!

DCP workforce has not only been scaled for efficiency but has also positioned the Company to be future-ready, adaptable, innovative, diverse and impactful in an ever-changing landscape. They are the glue that puts the unique Dangote Cement jigsaw together.

As we look to the future, we remain firmly committed to being an employer of choice in practice, not just in promise. Through deliberate investment in our people, we are building a capable, engaged, and future-ready workforce that strengthens business performance, supports long-term sustainability, and delivers enduring value to our shareholders. We move with clarity, consistency, and focus towards Vision 2030 and beyond!

