

Social and human capital



Accelerating Africa's industrialisation requires more than expanding production capacity. It demands strong institutions, skilled people, safe workplaces, trusted community relationships, and responsible governance. At Dangote Cement Plc, social and human capital is therefore not an adjunct to our business strategy; it is foundational to business continuity and long-term value creation across our African footprint. Between 2020 and 2025, we have strengthened workforce capabilities, enhanced safety systems, expanded community investment, deepened economic inclusion, and strengthened governance controls. These efforts indicate steady progress toward embedding sustainability into the way we grow.



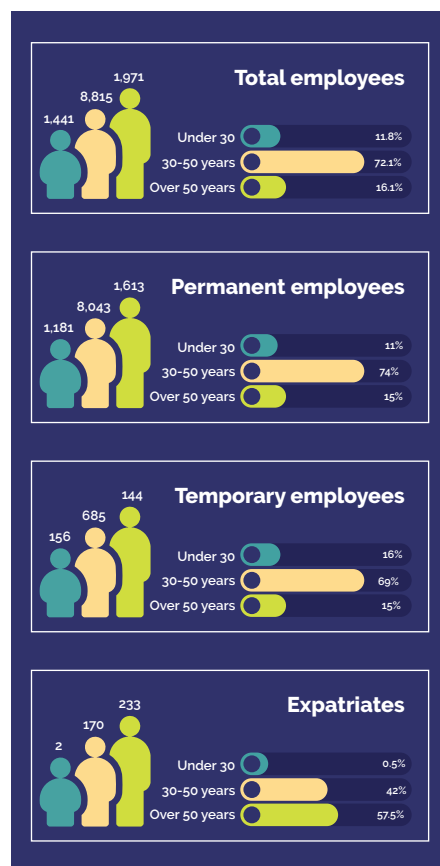
Investing in our workforce

Our workforce is central to attaining operational excellence throughout diverse markets. In line with our growth path, total headcount (excluding the transport division) increased from 11,412 employees in 2020 to 12,227 in 2025, reflecting expansion into new markets and continued industrial scaling. 89% of our 2025 employee population are permanent employees, reflecting better employment stability and institutional continuity.

Our employee demographic profile shows a strong mid-career base, with most employees aged 30–50. While this supports operational maturity and leadership depth, it also underscores the importance of expanding youth participation to maintain long-term competitiveness. Strengthening early career recruitment and technical pipeline development remains a strategic priority.

Diversity is still an area for active improvement. Women represent approximately 9% of the total workforce, reflecting the structural realities of the heavy industry sector. At the Board level, there are 13 Board members from 6 nationalities. With a male representation of 69%, the Board female representation stands at 31%, demonstrating progress in governance inclusion. We remain committed to accelerating gender diversity in technical, operational, and leadership roles through focused recruitment, training, and succession planning initiatives.

Our employee benefits package includes life insurance, paid annual leave, maternity and examination leaves, children’s education support, comprehensive welfare and health care benefits, professional body subscriptions, long service awards, paid mourning leave, marriage and birthday cash gifts.



Our remuneration process ensures employees are rewarded based on their role, performance and experience. The male to female remuneration ratio is a 1:1 for all employment categories, ensuring no gap in gender pay.



Population	Women	Men
Nigeria - HQ	300	824
Nigeria - Gboko	54	795
Nigeria - Ibese	89	2,585
Nigeria - Obajana	98	2,883
Nigeria - Okpella	27	878
Cameroon	84	188
Congo	21	233
Ethiopia	84	613
Ghana	18	528
Senegal	53	672
Sierra Leone	0	6
South Africa	121	251
Tanzania	80	330
Zambia	69	253
Cote d'Ivoire	12	78
TOTAL *	1,110	11,117

*excluding the transport division

We maintain a zero-tolerance stance on discrimination and preserve freedom of association across our operating countries. Employees are provided with

a four weeks' notice period prior to operational changes within the Company. A total of 1,757 employees were covered by collective bargaining in 2025, representing a 67% increase from 1053 in 2024. No cases of discrimination or violations of indigenous rights were recorded during the reporting period.

Developing talent for industrial excellence

Sustainable industrial growth depends on continuous skills development. Training investments increased by 50% in 2025 to ₦2.05 billion from ₦1.37 billion in 2024, reaching over 17,000 employees across the Group. 455,639 hours was dedicated to employee trainings in the reporting year, representing a 29% increase from 353,171 in 2024. Training hours per employee level were Executive Management/Senior Management – 11,750; Management – 39,301; Senior/Professional – 215,754; and Junior – 188,834. Senior/professional staff had the longest training hours.

The number of employees who underwent sustainability training increased by 46% from 2024 to 2025. 3,627 training hours were dedicated to sustainability topics and were delivered to employees, a 40% increase from 2024 at 2,583 training hours. This reinforces the integration of environmental and social aspects into operational roles.



The Dangote Academy continues to serve as a centre of excellence for leadership development, technical training, and vocational skills acquisition. Through both physical and digital platforms, it supports structured learning aligned with operational priorities and managerial competencies.

Our Graduate Trainee Programme has expanded steadily, from 81 trainees graduated in 2023 to 141, in 2025, strengthening workforce localisation and succession planning. By prioritising internal advancement and

transitioning expatriate roles to qualified local professionals, we are building technical capacity in the countries where we operate. This approach strengthens national capability while enhancing business continuity.

Looking ahead, we will further align workforce development programmes with digitalisation, sustainability integration, and industrial decarbonisation priorities to ensure readiness for the next phase of growth.



We grow our people as deliberately as we grow our plants – sustainably building skills and leaders that stand the test of time, and talent pipelines that keep the business strong today and unbreakable tomorrow.

Adeola Oyetan
Head, Talent Management

Strengthening occupational health and safety

Protecting our workforce remains fundamental to operational resilience. DCP operates a Group-wide Occupational Health and Safety system aligned with ISO 45001:2018 and ILO guidelines, with structured mechanisms for leadership accountability and worker participation across all plants. In 2025, contractor safety performance improved and no contractor fatalities were recorded. All plants recorded zero fatality in 2025 except the Obajana and Ibese plants in Nigeria and the Ethiopia plant; three fatalities were reported and several high-consequence and recordable injuries underscore the continued need for vigilance and strengthened preventive controls. No occupational disease cases were reported among employees or contractors. In response, we are reinforcing root-cause analysis processes, enhancing behavioural safety training, and strengthening contractor oversight systems. Our aspiration remains clear: zero harm throughout all operations.

Building trust with community investment and social impact

In 2025, Dangote Cement implemented targeted Corporate Social Responsibility (CSR) initiatives across its Nigeria and Pan-Africa operations, reinforcing its commitment to sustainable development, community well-being, and responsible environmental stewardship.

In Nigeria, the company prioritised education and community development within its host communities. Initiatives included donating educational materials to public schools in Lagos State to improve access to learning resources and support youth development. At



the Ibese Plant in Ogun State, several social investment projects were implemented, alongside the award of scholarships to students from host communities during the 2025 Annual Host Community Day, reflecting structured stakeholder engagement and sustained investment in local development. Sustainability Week activities at the Obajana and Gboko plants in Nigeria also combined educational competitions, sports programmes, and skills development initiatives to promote youth empowerment and community cohesion.

Across our Pan-Africa operations, CSR initiatives aligned with our sustainability pillars focused on environmental stewardship, social development, and community engagement. These efforts complemented broader initiatives to promote responsible resource use, waste-to-wealth practices, the adoption of alternative fuels, and environmental awareness within host communities.

Year	Social investment spending (Million Naira)	Year-on-year investments
2023	2,356	43%
2024	12,421	427%
2025	19,353	56%

Our operations are embedded within communities that host our plants, quarries, and logistics networks, making sustained engagement and responsible investment essential to maintaining our social licence to operate. ₦19,353 million was spent on social investment projects in 2025, a 55.8% increase from ₦12,421 million in 2024. Investments supported infrastructure upgrades, electrification, healthcare facilities, vocational empowerment, and agricultural initiatives.

There was a 19% reduction in community grievances reported in 2025 compared to 2024. 34 grievance cases were reported in 2025 compared to 42 cases in 2024. However, protests over environmental and security concerns led to temporary operational disruptions throughout the year. These incidents highlight the need for continued improvement in environmental risk management and structured community dialogue.

In response, we are strengthening environmental monitoring systems and formalising grievance-resolution platforms across our operations to deepen trust and support long-term, mutually beneficial relationships with our host communities.

Embedding the sustainability culture

The 2025 Sustainability Week, themed "Sustainable Progress: Celebrating Growth and Partnerships," served as a strategic catalyst for accelerating the transition to sustainable business.

Among the programmes implemented to strengthen ties with a broad array of stakeholders were strategic dialogues, multi-sectoral engagements, and other partnership-building efforts. In Tanzania, the Company convened government agencies and regulators for a

workshop on industrial growth to strengthen transparency and trust in compliance and CSR frameworks. The Headquarters in Nigeria hosted a Waste-to-Fashion and Lifestyle Fair, bringing together the private sector, government, and civil society to advance circular economy goals. In Congo, collaboration with local authorities led to the rehabilitation of the Bouansa community road and offices, strengthening institutional ties. In South Africa, a partnership with Aquatico focused on educating children about water conservation, while several locations delivered lectures on how sustainable partnerships drive business growth.



The programme moved beyond philanthropy to embed sustainability directly into business workflows and to promote the company's decarbonisation roadmap at events such as the Okpella Nigeria plant "Adopt-a-Decarbonisation Challenge," where cross-functional teams developed practical solutions for emissions reduction based on technical and economic feasibility. Employees at the Nigeria HQ participated in a Sustainable Solutions Pitch-A-Thon, presenting innovative ideas for sustainable packaging, transportation, and carbon abatement. In Obajana, the "Creative Waste Challenge" encouraged staff to transform discarded materials into functional items, such as energy-efficient high-intensity discharge lamps.

Other initiatives included the Okpella plant's "Lunch and Learn" sessions to celebrate year-on-year improvements in sustainability performance indicators and to strengthen a culture of common accountability among staff, while in Ethiopia, stakeholders were trained on circular economy and waste segregation. Similarly, Cameroon launched

a LinkedIn learning challenge, in which employees completed numerous courses on sustainability practices.

Amplifying green voices during Sustainability Week ensures that sustainability becomes a personal experience for the workforce, who take part in cross-departmental toolbox talks and forums to share learnings about the company's environmental progress. The Week's activities at the Ibese and Senegal plants also featured human capital-enhancing initiatives, such as wellness workshops and breast/cervical cancer screenings.

In Nigeria, the Company empowered vocational graduates. In Senegal and Cameroon, the company sponsored the community women in hosting an exhibition of locally processed goods, while the rural cooperatives received donations of agricultural equipment. Other initiatives include the rehabilitation of an ICT Centre in Ghana, the award of scholarships in Senegal and providing mentorship to students in Gboko Nigeria. Health campaigns were implemented in Ethiopia, Tanzania, and Gboko, where free malaria and HIV testing were provided alongside donations of essential medical equipment to local dispensaries. The Obajana Health Centre and the Ijako-Orile Health Centre in Ibese, both in Nigeria, were provided with solar power systems to deliver reliable, clean energy to thousands of residents.

The 2025 investment in the Sustainability Week produced 62 projects in 14 locations. During the Sustainability Week, employee volunteers increased by 55% from 1767 volunteers in 2024 to 2736 volunteers in 2025. 21,091 beneficiaries, and 10,645 volunteer hours recorded. The combination of community investments with internal operational shifts toward decarbonisation and circularity, reinforced the company's commitment to building a resilient future.



Upholding governance and ethical practice

Strong governance and responsible tax practices remain fundamental to Dangote Cement’s long-term growth and credibility. ₦159,584 million was paid in income tax in 2025, a 9% decrease from ₦174,458 million in 2024, owing to increased tax credits in some locations, which reduced the year’s tax liabilities. In the reporting year, tax credits increased to ₦56,302 million from ₦4,075million in 2024.

During the year, we received 48 whistle blowing cases in 2025, a 4.3% increase from 46 cases in 2024 supported by 950 hours of training dedicated to employee whistleblowing and ethics, indicating stronger awareness and improved internal reporting mechanisms. Similarly, reported corruption cases increased by 25%, largely as a result of enhanced anti-corruption training and strengthened monitoring systems. No material breaches of customer privacy or product safety regulations were recorded during the reporting period.

Dangote Cement complies with applicable competition and antitrust laws and is committed to fair business practices across all its operations. During the reporting period, no

cases of anti-competitive behavior, anti-trust violations, or monopoly practices were reported.

During the reporting year, no cases of child or forced labour were reported. All employees meet the minimum legal working age requirements and we require our suppliers to uphold the same standards.

The Company paid ₦8.8 billion in regulatory fines in 2025, primarily related to tax, social security, and mining royalty matters. While these incidents were addressed, they underscore the importance of stronger regulatory oversight and cross-operation compliance coordination. In response, we are strengthening tax governance controls, introducing compliance monitoring dashboards, and increasing Board-level oversight of regulatory matters to reduce risk exposure.

Going forward, our objective is to eliminate avoidable regulatory penalties while reinforcing a culture of proactive compliance, transparency, and ethical conduct across the organisation.



Kenneth Irabor
Group Head,
Risk Management

Q&A

The Risk Management function provides independent assurance and strategic advisory to Management by identifying, assessing, and monitoring strategic risks within mission-critical processes.

How do you embed operational resilience in the wave of digitalisation and cybersecurity threats?

The Risk Management function maintains a structured approach to identifying emerging technology risks. This includes targeted and one-off risk assessments of IT governance, infrastructure, networks, etc., ensuring risks are identified early and appropriate controls are designed by IT, whilst risk management tracks implementation for risk remediation. To address IT and cybersecurity risks, resilience is strengthened through enhanced governance, continuous monitoring of technology and processes for threats, and reinforced employee awareness programmes. Cybersecurity risks are monitored through dedicated Key Risk Indicators (KRIs) and these exposures continue to remain a Board agenda item. Through these measures, the business remains agile, protected, and better equipped to handle shocks resulting from evolving digital and technological risks.

How is the risk function aligned with the work of sustainability and strategy?

The Risk function aligns with all departments through a structured engagement framework that embeds accountability and shared ownership across the enterprise. Regular interactions, including Risk and Control Self-Assessments (RCSAs) and department-level risk reviews, enable functions to evaluate key processes, exposures, and controls, and to track risk, develop remediation plans, set KRIs, and establish tolerance levels. These recurring engagements, conducted monthly and quarterly, ensure the business maintains a clear view of both traditional and emerging risks. Risk provides strategic insights and advisory across the enterprise. This includes supporting Finance on liquidity, FX, and interest rate exposures; assessing people risks and reinforcing risk culture; advising Strategy and Operations on markets, supply chains, and geopolitical risks; and integrating climate, regulatory, and ESG considerations with Sustainability and Legal teams.

Please share major achievements in 2025

Artificial Intelligence Risk Management Policy: Onboarded to ensure responsible AI deployment, ethical compliance, and alignment with strategic objectives.

Stress testing of growth plans: Launched under mild and moderate economic scenarios to assess organizational resilience.

Fraud risk management: Maintained a proactive approach through fraud risk assessment ensuring continuous monitoring, control reviews, and process enhancements.

Enterprise-wide resilience: Reinforced by identifying, assessing, and responding to traditional and emerging risks.

Deep-dive risk reviews: Conducted targeted deep-dive reviews across high-impact risk areas to identify risks, assess control effectiveness and recommend improvements, strengthening risk-informed decision-making.

What are some priorities for 2026 to enhance resilience?

1. Predictive risk analysis and early warning systems; Expand scenario planning, and update KRIs across critical portfolios based on Vision 2030 agenda. Scale geo-political, supply chain assessments to ensure resilience and macroeconomic risk intelligence across African markets.
2. Enhance oversight of digital transformations and emerging technology risks through robust cybersecurity controls, integrate AI governance metrics, and technology resilience frameworks.
3. Financial and market risk resilience; Strengthen FX and interest rate risk management, liquidity buffers, hedging strategies, and margin optimisation to safeguard financial performance against market volatility.
4. Integrate climate, energy transition, regulatory, and ESG risks into enterprise risk assessments.
5. Fraud controls and continuous assessments/assurance across business to protect assets and processes.

Delivering economic value

DCP creates substantial economic value through revenue generation, competitive employee wages and benefits, government payments, local procurement, and community investment. While we consolidate full Economic Value Generated and Distributed data, we are strengthening our reporting systems to enable comprehensive disclosure in the next reporting cycle. Greater transparency in the distribution of economic value will enhance stakeholders' understanding of our contribution to national development.

Our progress between 2020 and 2025 demonstrates that social and human capital are increasingly embedded within our business model. We have strengthened workforce capability, improved safety systems, deepened public involvement, expanded economic inclusion, and reinforced governance structures.

At the same time, we recognise areas that require continued focus, including gender diversity, youth employment pipelines, supply chain ESG integration, strengthening regulatory compliance, and advanced economic disclosure.

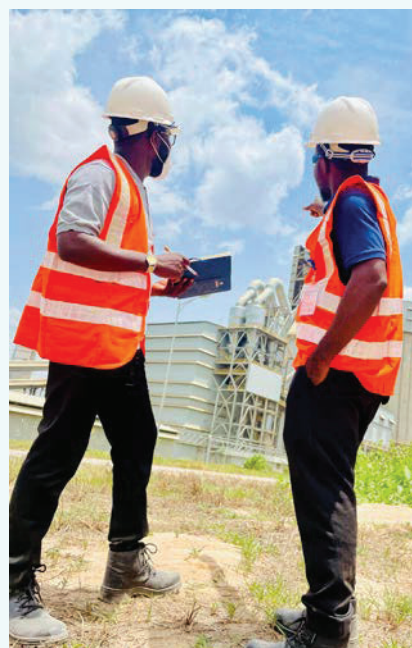
Direct economic value generated and distributed

In 2025, the global cement industry experienced a gradual and uneven recovery, with demand remaining weak in developed markets due to high interest rates and subdued construction activity. The industry's focus shifted from volume growth to margin protection, supported by pricing discipline, lower energy costs and continued progress on decarbonisation initiatives.

Africa, especially Sub-Saharan Africa, remained a strong growth region, driven by urbanisation, housing deficits and public infrastructure investment. In Nigeria, the cement

sector remained steady despite inflation, foreign exchange volatility and high operating costs. Improved pricing, energy optimisation and cost discipline led to stronger profitability and margins across the sector.

Against this backdrop, Dangote Cement delivered a landmark performance in 2025, achieving strong revenue growth and exceptional profitability. Performance was driven by disciplined pricing, effective cost management and operational efficiency across its Pan African operations, with a clear strategic emphasis on margin optimisation and value creation rather than volume led growth. In 2025, DCP recorded an economic value





generated of ₦4,306,704 million in revenue. Economic value distributed in 2025 was ₦3,668,919 million. This comprised of employee wages, salaries and benefits – ₦272,210 million; operating costs – ₦2,317,193 million; Payments to providers of capital – ₦900,579 million. social/community investments – ₦19,353 million; and payments to government – ₦159,584 million.

Understanding our indirect economic impacts

As we scale production capacity and expand across Africa, our success will depend not only on financial strength and operational functionality but on the trust we build with people and communities. Industrial leadership is sustained when growth is inclusive, workplaces are safe, governance is strong, and communities share in the value created. Through continued integration of social and human capital priorities, we are building not only cement capacity but also resilience for Africa's future. In 2025, Dangote Cement continued to invest in the social and economic development of its host communities across Nigeria and its Pan-Africa operations. In Nigeria, key initiatives included the rehabilitation of schools and health facilities, the provision of essential amenities such as water and community infrastructure, and youth skills acquisition programmes in host communities. Across its Pan-African footprint, the Company supported education and healthcare interventions, community infrastructure projects, and youth empowerment initiatives aligned with local development priorities. These investments were implemented in collaboration with community stakeholders to promote sustainable socio-economic growth and shared value creation.

