



**Dangote Industries Limited** RC 71242

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**July 1, 2011**

The Global Compact Office  
Two United Nations Plaza  
New York, NY 10017.

*Dear Sir*

I write to reaffirm Dangote Group's continued support of the 10 principles of Global Compact with respect to human rights, labour, environment and anti-corruption.

These principles have been the guiding light in the day-to-day operations of our various businesses. The Group also aligns itself with the Millennium Development Goals by way of providing decent employment for women, men and young people thereby pursuing the goal of reducing poverty in Nigeria.

It is evident that corruption is a problem in Sub-Saharan Africa. In Dangote Group we affirmatively pursue corporate governance to ensure that our operations are run according to globally accepted standards.

We understand that a key requirement for participation in the Global Compact is the annual submission of Communication of Progress (COP) that describes our company's efforts to implement these principles.

Please find our company's COP in the attached document, which gives detailed account of our progress so far.

Yours Sincerely,

**ALIKO DANGOTE**  
President / Chief Executive

## **LABOUR**

In line with the International Labour Organization's Declaration on Fundamental Principles and Rights at Work of 1998, Dangote Group adopts best practices in all employer / employee related matters.

Dangote Group is the highest employer of labour in Nigeria apart from the Federal Government. However, employment in the organisation is done bearing in mind the law of the land on age limits for employment.

Dangote Group knows the negative impact of child labour, which includes:

- inability to compete with contemporaries later in life
- health challenges which may arise due to early exposure to hazardous jobs
- it also affect a nation's capacity building efforts as there would be several unskilled labour creating room for expatriate employment, which is detrimental to that nation
- The child's right to early education also suffers

Women are given a wide opportunity in all the operations of Dangote Group and it is affirmatively pursued. Women in Dangote Group are not assigned to hazardous and heavy jobs. For women who just put to bed, they are given 3 months maternity leave with their full salaries paid into their accounts during the period of their maternity leave. When they resume, they are also not allowed to work full day for 3 months, as work starts from 9am to 3pm against 8am to 5pm. This is done to avail them time to attend to their babies.

## **Implementation**

- Employment of certified Human Resources Managers in all our Strategic Business Units
- Training programmes for management and staff
- Job vacancy adverts is published in national newspapers to avail everyone equal opportunity to apply and internally, it is advertised in the portal
- Management and staff union frequently dialogue for efficient running of the business

## **Measurement of Outcomes**

- Bi-annual appraisal is done to promote hardworking staff and send staff on training in deficient areas
- Weekly meetings are encouraged in departments for staff to state their feelings to management for action
- Annual award system to reward long serving and hard working staff
- Redeployment of staff to units or departments where their competencies are better utilized on the basis of job rotation

## **Environment:**

### **Assessment, Policy and Goals**

The operating environment of Dangote Group is constantly under check. This is to ensure that as a socially responsible organisation, our operation does not in any way impact negatively on the health and peace of our host communities.

Moreover, we insist that all machines used in our various operations are environment friendly and that our staff undergo Health, Safety and Environment (HSE) training often so as to be abreast of internationally accepted standards on environment.

### **Implementation**

- Reduction of Carbon Emission in all our plants
- Acceptable Dust Emission Level
- Efficient Waste Management
- Reforestation of our Mining sites
- Efficient water shed Management
- Ecological Preservation

### **Measurement of Outcomes**

- Monthly entropy Report
- Best Safety Conscious employees award winners
- Safety Training report – employees, contractors
- Uniformity of tactical HSE execution across plants, depots and fleet ( induction, data, slogan, signage, monitoring, reporting )
- Quarterly Evacuation Drill – All facilities

## **Corporate Governance**

Dangote Group is committed to best practice and procedures in corporate governance. The affairs of the Group are overseen by Executive Directors with the President (Aliko Dangote) at the head. For our quoted companies, Dangote Sugar Refinery Plc, National Salt Company of Nigeria Plc (NASCON), Dangote Flour Mills Plc and Dangote Cement Plc, their operations are overseen by the Board of Directors, who constantly reviews the corporate governance of the companies in line with the dynamics of the business environment.

Bi-annually, independent auditors are invited to appraise our operations. This is to ensure that all our transactions are done with international best practice.

The corporate governance policies adopted by Dangote Group and Dangote Industries Limited are strictly followed to ensure that our businesses are conducted in a fair, honest and transparent manner, which conforms to all applicable national laws and regulations.

In the Group, committees are also set-up to ascertain if unused metals in our plants can be classified as scrap items. When that is done, the items are advertised in the portal for staff to bid. Top managerial staff are expected to avoid any action, position or interest that conflicts or appears to conflict with an interest of the Group.