



From the office of the President

Aliko Dangote

Union Marble House
1, Alfred Rewane Road
Ikoyi, Lagos, Nigeria
Tel: +234 1 2712233, 2712234

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United Nations Global Compact
Two United Nations Plaza
New York
NY 1007.

Dear Sir,

I write to reaffirm Dangote Group's continued support to the Global Compact, its principles and initiatives.

We are aggressively pursuing these principles by opening more windows of employment with equal opportunities for men and women. As a world-class organisation, we are also promoting multiculturalism as we continue to employ high caliber expatriates, who have added value to our operations.

We are open for partnership with reputable global institutions such as the United Nations Global Compact that complement our aspirations and we would like to use this opportunity to reaffirm our commitment to its objectives, which includes the ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Please find attached 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 Millennium Development Goal (MDG) on tackling hunger and poverty, Dangote Group recognises that a decent employment with necessary protection of the worker is the main route for people to escape poverty. This is also in the MDG target of 2005 (1.B), which states "achieving full and productive employment and decent work for all, including women and young people."

Women are given a wide opportunity in all the operations of Dangote Group and it is affirmatively pursued. The pay equity between men and women is the same group-wide as far as the employee has the right competence and qualification for the job.

We discourage child labour as we believe that every child has the right to early education and healthy living.

Interns are given a maximum of one year in our employment, after which they are encouraged to return to school to complete / advance their education.

We also encourage staff to upgrade their knowledge base by participating in training programmes locally and internationally.

Implementation

- Employment of certified Human Resources Managers in all our Strategic Business Units
- Training programmes for management and staff
- Job vacancy adverts are published in national newspapers to give everyone equal opportunity to apply and internally. Adverts are also published in our website
- Management and staff union dialogue frequently for efficient running of the business
- Suggestion boxes are placed in the headquarters and subsidiaries for staff to state their grievance or provide useful opinion for management's immediate action

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 improve efficiency and effectiveness
- 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
- Independent assessment of our HR process/staff activities by world-class consultants

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 managed by a Board of Directors that regularly 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 according to international best practice.

The corporate governance policies adopted by Dangote Industries Limited are strictly followed to ensure that our businesses are conducted in a fair, honest and transparent manner, and conform 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 on the portal for staff to bid. Top managerial staff are expected to avoid any action and inaction position or interest that conflicts or appears to conflict with organizational interest.

A couple of months ago, part of our sugar refinery was gutted by fire. Management immediately called a meeting with the customers to reassure them. The investing publics were also addressed on CNBC Africa TV. This helped to further reassure stakeholders and it was in line with our full disclosure principles.