



**September 30, 2013**

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

Dear Sir,

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

In line with the United Nations' objectives on corporate governance, our companies are run by competent boards of directors and we maintain independent auditing of our accounts for periodic appraisal without interference from management or board. In addition to this, we have aligned our business transactions to SAP and have informed our staff and customers of this change. This has significantly reduced waste and increased efficiencies, thereby adding value to our operations.

We support and are committed to the 10 principles of the United Nations, which cover human rights, labour, environment and anti-corruption. The implementation of these objectives in my organization has further strengthened the confidence reposed in us by our numerous stakeholders.

Please find attached our company's COP, which gives credence to the fact that this partnership has indeed complemented our business strategy.

Yours Sincerely,

  
**ALIKO DANGOTE**  
President / Chief Executive

## **Labour**

Dangote Group has always been a front runner in upholding labour ethics and in line with the Millennium Development Goal (MDG) on tackling hunger and poverty; we also recognize 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."

Our effective employment practices ensures the Dangote group adopts fair employment practice and does not discriminate on the basis of **gender, sex, disability or orientation**.

We are partnering with the Federal Government on empowering youths through job creations and skill developments for young graduates for internship through our Dangote Academy programmes. We have also adopted various efforts at promoting technical and vocational education in Nigeria. We also encourage staff to upgrade their knowledge base by participating in training programs locally and internationally through management and leadership trainings from the Academy.

We adhere to the international standards of freedom of association and the effective recognition of and equal employability for all genders as well as effective abolition of child labour. 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.

## **Implementation**

- Employment of certified Human Resources Managers in all our Strategic Business Units
- Effective training programmes for management and staff through our Dangote Academy to build and mold our staff across managerial and leadership programmes.
- Job vacancy adverts are published in national newspapers to give everyone equal opportunity to apply. Adverts are also published on our website as well as our local intranet to attract qualified candidates from within.
- Management and staff union dialogue frequently through town hall meetings 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
- We currently operate a Graduate Engineers Trainee Scheme (GETS) which trains young Graduate Engineers to prepare them for future roles in the industry through a structured 12 month intensive workshop-cum-inplant training at our Dangote Academy.

**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 hardworking 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.
- Change management efforts are adopted to ensure project cycles are properly managed from planning to implementation.

## **Corporate Governance**

Dangote Group embraces good corporate governance as a key strategy in achieving business success by incorporating compliance with applicable laws and regulations as a responsible corporate entity.

The Board, in line with its responsibilities to shareholders, works to achieve worldwide best practice in corporate governance and endeavors to conduct the business of the company in a fair, honest and transparent manner which conforms to high ethical standards.

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.

Furthermore, a new business tool, SAP was introduced in the organization this year, to facilitate our business process, reduce all possibility of fraud and waste. We also ensured that all our suppliers and customers were informed and encouraged to adopt this change.

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.

## **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.

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

### **Implementation**

- Reduction of Carbon Emission in all our plants
- Carbon Impact On Demand-Measurement of Carbon Impact through impact analysis and continuous assessments. As an Organization that works with various raw materials or heavy metals, we need to constantly watch our carbon footprint so that these are in compliance with international standards and regulations. With the acquisition of varied licenses in line with our continuous expansion and growth across PAN Africa- SAP Carbon Impact on Demand will help us to monitor our carbon dioxide emissions. This software gives an overview of the areas and departments in which energy consumption is highest and shows you where you are exhausting your resources optimally
- Acceptable Dust Emission Levels through effective emission and control parameters
- Efficient Waste Management- Maintenance and effective disposal of all industrial wastes through accepted recycling processes and disposal requirements
- Reforestation of our Mining sites
- Efficient water shed Management
- Ecological Preservation-Maintaining the natural ecosystem

### **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