



2022 UNITED NATIONS GLOBAL COMPACT (UNGC) COMMUNICATION ON PROGRESS (CoP) REPORT

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About This Report

In June 2010, the President/CE of Dangote Industries Limited, Alhaji Aliko Dangote, GCON, communicated a letter of commitment to the UN Secretary General Ban Ki Moon, to join the United Nations Global Compact (UNGC), as a signatory member and support the UNGC Sustainability Pillars and Principles. The annual Communication on Progress, (COP) is a mandatory report to the UNGC on the progress that Dangote Industries Limited and its publicly listed Business Units (including Dangote Cement Plc; Dangote Sugar Refinery Plc; and NASCON Allied Services Plc) are making in implementing the Four UNGC Sustainability Pillars, which are further broken down into 10 Principles, along which this report is structured. This Report is therefore Dangote Industries Limited's 2022 Communication on Progress submitted to the UNGC, in fulfilment of its commitment.



United Nations
Global Compact



President's Statement

Statement by the Chief Executive expressing continuous support for the UNGC and its ten sustainability principles, and their integration into business operations.

As a brand that is built on a vision to create sustainable value for stakeholders, Dangote Industries Limited, prioritises its environmental, social and governance responsibilities and understands that these ultimately translate to business sustainability. We continue our sustainability and governance efforts with our 7 Sustainability Pillars tagged 'The Dangote Way'. The 7 Pillars: cultural, economic, institutional, financial, environmental, operational, and social, provide the appropriate framework in which we have embedded our corporate values and strategic objectives. We maintained strong oversight on sustainability issues, leveraging the wealth and diversity of experience and strong commitment of members of Dangote Group subsidiaries' Executive Management, Committees and Boards.

As Africa's biggest conglomerates and manufacturers, we understand our corporate sustainability responsibilities and are focused on continually improving our social and environmental stewardship, socioeconomic well-being, health and safety of key stakeholders, and progress in the communities and economies where we carry out our business. We are also committed to the actualisation of the United Nations Sustainable Development Goals and are taking very concrete steps to own and drive these Global Goals in our business operations and across our value chain.

Our drive to support sustainable economic development and human capital advancement is unwavering. We understand that these commitments will require that we continue to comply with national and global sustainability standards, principles and guidelines; and similar ESG codes and standards applicable in all our African markets.

In 2021, we further reinstated our commitment to sustainability performance disclosure through the publication of the first GRI Standards Compliant sustainability report by our salt and sugar subsidiaries, NASCON Allied Industries Plc and Dangote Sugar Refinery Plc respectively, written in accordance with 2021 Global Reporting Initiative (GRI) Sustainability Reporting Standards and fully compliant with Nigerian Exchange Group (NGX) Sustainability Disclosure Guidelines and underlying principles of the United Nations Global Compact. Thus, giving us a good opportunity to begin to disclose our environmental and social stewardship to our esteemed investors and other stakeholders, annually. Our cement subsidiary, Dangote Cement Plc, on the other hand, maintained its pace-setting record by organising its sustainability report in three main sections of Environmental, Social and Governance (ESG) to reflect actions and progress on sustainability performance during the year.

We are glad to present Dangote Group's 2022 Communication on Progress (COP) which highlights the sustainability initiatives and programs that we have undertaken in the course of 2021 in line with the ten UNGC Principles which are broadly anchored on best practices in Human Rights, Labour, Anti-corruption and Environment. We remain committed to continuously improving our ESG performance, creating sustainable wealth and enhancing the wellbeing of the present and future generations.

Aliko Dangote (GCON)
President/CE, Dangote Industries Limited



Criteria	Dangote Industries Limited Response and Commitment	Supporting documents/links
STRATEGY: Implementing the Ten Principles into Strategies & Operations		
<p>Criterion 1: The COP describes mainstreaming into corporate functions and business units</p>	<p>Dangote Group established its sustainability journey in 2017 and we are successfully aligning our sustainability practices along our seven priority areas, being operational, social, institutional, financial, economic, environmental, and cultural sustainability. Driven by the goals of achieving the highest level of governance, all our subsidiaries are building a framework for embedding and mainstreaming the seven sustainability pillars in the corporate culture of every aspect of their operations and functions.</p> <p>“The Dangote Way” is our unique approach to creating a world-class, multinational manufacturing enterprise. Driven by the highest level of governance, it is embedded in our corporate culture and guides our approach to building a prosperous and sustainable business.</p> <p>“The 7 Pillars of Sustainability” aptly called “The Dangote Way” reflects our commitment to build a socially responsible and impactful business that serves all stakeholders.</p> <p>Sustainability is about everything that can make or break a business. This allows sustainability to be embedded in our culture and guide our approach to building a sustainable business. In Dangote Industries Limited, Sustainability is therefore the responsibility of all functions and departments, and all employees across all levels.</p> <p>The Group Chief HSSE & Sustainability Officer (GCHSSESO) is responsible for embedding corporate sustainability strategy into the entire business strategy; executes ESG studies, including stakeholders’ surveys and feedbacks, ESG performance benchmarking with local and international industry peers and third-party assurance/certification on ESG performance; assists in facilitating</p>	<ul style="list-style-type: none"> • Dangote Corporate Website - Our Sustainability Commitment & Approach • Group HSSE and Sustainability Policy.pdf

	<p>sustainability training and workshops. The GCHSSESO ensures that all publicly listed subsidiaries’ sustainability performance and progress are disclosed to all key stakeholders through the Annual Sustainability Report, using the Global Reporting Initiative (GRI) Standards. The GCHSSESO works with other Executives to foster compliance with applicable sustainability guidelines, regulations, principles, standards, and codes, such as United Nations Global Compact, UN-SDGs, NSE Sustainability Disclosure Guidelines, Global Reporting Initiative, Global Cement & Concrete Association, Nigerian Code of Corporate Governance, etc.</p> <p>As part of efforts towards mainstreaming ESG practices across all our operations, we have HSSE & Sustainability Heads designated in all our core subsidiaries and Sustainability Leads at the Site/Plants levels. This ensures that sustainability implementation and acculturation have dedicated, responsible parties trained, mentored, and motivated to do the job.</p> <p>The HSSE and Sustainability Heads work with the Executive Management and our Sustainability Champions (the ambassadors and voice of Sustainability in different departments and functions) to execute ESG performance enhancement roadmaps and sustainability initiatives and programs, in alignment with the Group’s Sustainability Function. Together, they are responsible for clearly communicating Dangote’s sustainability objectives, policies, strategies and programs to colleagues, business partners and other stakeholders in the different locations where we operate.</p>	
<p>Criterion 2: The COP describes value chain implementation</p>	<p>In DIL, we undertake awareness-raising, training and other types of capacity building with suppliers and other business partners towards ensuring compliance with laws and regulations within our value chain. We enforce a supplier ESG assessment system that is embedded in our enterprise risk management process. It includes stringent due diligence processes of all suppliers prior to registering as a new supplier. Several criteria are used for the process of evaluating a new supplier, including production controls, product quality and safety standards, as well as labour practices. We also have series</p>	<ul style="list-style-type: none"> • 2021 Annual & Sustainability report – Materiality Assessment and Stakeholders’ Survey section: <ul style="list-style-type: none"> ➤ DCP – 2021 DCP Annual Report.pdf ➤ DSR – 2021 DSR-Annual Report.pdf

	<p>of controls in place to validate the process of selecting suppliers including prioritising local suppliers where applicable to boost the local economy. We also seek our supplier’s feedback on environmental and social issues through the annual ESG materiality assessment surveys.</p> <p>We have set a target in the long-term to assess major current and new suppliers on the environmental and social impact of their operations as well as measures put in place to mitigate negative risks.</p> <p>In 2021 similar to the past 3years, we conducted a materiality assessment for our supply chain partners and other stakeholders such as employees, investors and communities in line with meeting the requirements of the Nigerian Exchange Group Sustainability Disclosure Guidelines (NGX-SDGs) and international best practices, specifically, the GRI Sustainability Reporting Standards and other global/local/ industry regulatory standards (such as SEC, NCCG, UNGC, CDP, UN SDGs, etc.).</p> <p>Our aim is to gauge the perception of our key stakeholders and understand their interests and concerns about our business. This supports informed decision-making, socio-economic/environmental performance evaluations and interventions, as well as ensures stakeholder inclusive ESG performance reporting.</p>	<ul style="list-style-type: none"> ➤ NASCON - 2021 NASCON Annual Report.pdf • 2021 Annual & Sustainability report – <i>Our Reporting Practise/Approach</i> section: <ul style="list-style-type: none"> ➤ DCP – 2021 DCP Annual Report.pdf ➤ DSR – 2021 DSR-Annual Report.pdf ➤ NASCON - 2021 NASCON Annual Report.pdf
HUMAN RIGHTS: Robust Human Rights Management Policies & Procedures		
<p>Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights</p>	<p><i>Human rights policy, assessment, and management approach</i></p> <p>In our workplaces and in the communities where we operate, Dangote Industries Limited regards respect for human rights as fundamental to our business sustainability. We conduct our business responsibly and fairly, with respect for the rights of all stakeholders. We are also focusing on building a culture of zero tolerance for human rights violations in line with the guiding principles of the UN Global Compact and International Labour Organisation and other internationally recognised human rights guidelines as relevant to our operations and our human rights policy:</p>	<ul style="list-style-type: none"> • Human Rights Policy.pdf • Diversity and Inclusiveness Policy.pdf • Case Study 1 (<i>see appendix 1</i>)

- the Ten Principles of the UN Global Compact.
- the Universal Declaration of Human Rights.
- the International Labour Organisation’s Declaration on the four Fundamental Principles and Rights at Work.
- the OECD Guidelines for Multinational Enterprises.
- the UN Guiding Principles on Business and Human Rights.
- the UN Sustainable Development Goals.

We believe these rights are inherent for all human beings and we acknowledge that they are interrelated, interdependent, and indivisible. We recognise that while governments have a duty to protect human rights, companies have a responsibility to respect human rights. We accept the responsibility we have for our employees and take seriously our responsibility to minimize the environmental impact of our business.

We are committed to building knowledge and awareness of human rights across our value chain. This commitment is reflected in our Code of Business Conduct, which covers all our operations. Our whistleblowing platform and grievance mechanism processes provide avenues for aggrieved persons to channel their complaints on human rights violations for investigation and redress.

We recognise that human rights violations could occur anywhere along the value chain. This may relate to labour rights, child’s rights, women’s rights, rights of persons with disabilities, poor health and safety standards, etc. We have laid down standards that guide acceptable norms of behaviour on human rights issues, guided by our group human rights policy that clearly defines responsibilities for upholding best practices on human rights in all Dangote operations.

	<p><i>Diversity and equal opportunities in the workplace: staff, management and leadership</i></p> <p>We are proud of our efforts at embedding inclusion and diversity across all levels of our business activities, including among our Board of Directors, executive management team as well as across our wider workforce. We promote an inclusive work environment that values the diversity of our employees. We are committed to equal opportunity and reject any forms of discrimination or harassment based on gender, ethnic origin, nationality, social origin, religion, age, disability, or any other characteristics protected by applicable law.</p> <p>Employee recruitments, compensations, trainings, promotions, and transfers at Dangote Industries Limited are based on merit with emphasis on qualification, performance, skills, and experience. Across all our subsidiaries, we are building a diverse and inclusive workplace. Inclusion ensures people feel valued and have a sense of belonging. Diversity provides different perspectives for more comprehensive decision-making and better business outcomes. We recognize the uniqueness in opinions and the unique value that a diverse team brings. We, therefore, strive to ensure that all employees irrespective of their background and social affiliations are given equal opportunity to thrive and succeed.</p> <p>We have a Diversity and Inclusiveness Policy that ensures that our employees, regardless of their gender, creed, language, religion etc. have opportunities to develop their career across our Business Units.</p>	
<p>Criterion 4: The COP describes effective management systems to integrate the human rights principles</p>	<p><i>Grievance mechanism</i></p> <p>As an organisation that is committed to ethical and responsible business practices, we foster mutual trust and respect between our stakeholders and us. One of the ways that we achieve this is by providing access to an effective grievance mechanism procedure. We understand grievances to be expressions by stakeholders of discontent or dissatisfaction regarding any of our policies,</p>	<ul style="list-style-type: none"> • Human Rights Policy.pdf • Diversity and Inclusiveness Policy.pdf • Case Study 2 (<i>see appendix 1</i>)

activities, processes, practices, products, services, or our management of business relationships.

We have an established grievance process through which we attend to inquiries, claims, concerns, and complaints from internal and external stakeholders, including in the communities where we operate. The essence is to identify and mitigate negative business impacts and provide a channel through which affected persons could come forward to express their grievances without fear of retaliation or negative consequences. Effective grievance mechanism enables our organisation to receive, review and address complaints before they escalate into full-blown conflicts.

All complaints received via our grievance mechanism channels are registered and investigated, in line with our standard procedures. When appropriate, the complainant is informed of the steps that will be taken to address their concerns, including, if necessary, escalation steps.

Community grievance incidences and resolution

Our local and host communities represent an important part of the support system for operations. We depend on local communities for a conducive operating environment, materials, suppliers, employees, etc. It is therefore imperative that we ensure we continue to manage our relationships and empower our support systems. Through our on-field staff who act as community relations engagement organs, we obtain insights into the needs of our host communities which we strive to meet, as much as it is practicable.

To mitigate instances of community grievances and incidences, we understand the need to continuously engage with them. Should they have grievances to report, we ensure that stakeholders in host communities have access to our company representatives and key decision-makers, as applicable. Where issues cannot be redressed at the community level, they are escalated to the regional office or headquarters for timely and mutually agreed resolution.

Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration

Stakeholder engagement

At Dangote Industries Limited, engaging our stakeholders is a vital aspect of our sustainability management. By listening to what our stakeholders consider important, we can engage with their key interests proactively, manage risks and opportunities, and set a clear direction to deliver long-term shared value for our Company and communities. In addition, we continuously monitor their opinions at several levels including multi-stakeholder initiatives, direct dialogue and through specific platforms on various issues. This is to help us share best practices, accelerate change and ensure that we are contributing our utmost to a sustainable future.

Our engagements with stakeholders are in various forms, including surveys, focus group discussions, town hall meetings, media communications, industry collaborations, public-private partnerships, management retreats, application of our grievance mechanism, among others.

To better understand the expectations and perspectives of our stakeholders and to engage in dialogue that is more targeted and solution-oriented, we conduct materiality assessment surveys every year as part of our sustainability reporting practice. Our aim is to gauge the perception of our key stakeholders and understand their interests and concerns about our business. This supports informed decision-making, socio-economic/environmental performance evaluations and interventions, as well as ensures stakeholder inclusive ESG performance reporting.



- [Human Rights Policy.pdf](#)
- [Diversity and Inclusiveness Policy.pdf](#)
- 2021 Annual & Sustainability report – Materiality Assessment and Stakeholders’ Survey section:
 - DCP – [2021 DCP Annual Report.pdf](#)
 - DSR – [2021 DSR-Annual Report.pdf](#)
 - NASCON - [2021 NASCON Annual Report.pdf](#)
- Case Study 3 (*see appendix 1*)

LABOUR: Robust Labour Management Policies & Procedures

Criterion 6: The COP describes robust commitments, strategies or policies in the area of labour

Labour practices and commitments and benefits

At Dangote Industries Limited, we regard our people as our number one asset, and we continuously thrive towards a work culture that grooms and keeps talent. Our employees deliver on the product and service excellence promises that we make to our customers and other key stakeholders. Without them, our business success and future growth could be truncated. As such, we have established a working environment where our employees enjoy job security, equality, steady career progression, a high level of professional and personal satisfaction, and a mutual sense of loyalty and commitment.

At the heart of our sustainability drive is the strong commitment to uphold the rights and personal dignity of our employees. To this end, we have put in place:

- Policies that align with internationally recognised human rights and labour practices, that promote a cordial and harmonious working environment, such as polices on leave, travels, diversity and inclusion, compensation and benefits, education and training, anti-bribery and corruption, anti-slavery, employee data privacy and protection, among others.
- Employment conditions that encourage creativity and full deployment of the capabilities of each employee.
- Training and development initiatives that promote continuous learning, with processes that identify the specific areas of professional development needs of each employee.
- Workplace health and safety policies and practices that ensure that our employees feel safe and protected as they carry out their different functions.
- Equal opportunities, competitive remunerations and the use of performance evaluation tools that ensure transparency and objectivity in our human resource and reward management; and

- Case Study 5 (*see appendix*)
- Case Study 6 (*see appendix*)
- Case Study 7 (*see appendix*)

	<ul style="list-style-type: none"> • Internal engagement mechanisms that encourage free flow of communication across all hierarchies and strata within our organisation. <p>All our employees are entitled to parental leave. Female employees are entitled to three months paid maternity leave. Furthermore, we complied with all labour and working conditions related laws and compliance obligations in 2021. In Nigeria, this is mainly the Labour Act (1990), the Pension Reform Act (2004), the Factories Act (1987), the Employee’s Compensation Act (2010), and the National Policy on Occupational Health and Safety (2020) amongst others. We have ensured that our labour conditions and compensations complied with the International Labour Organization (ILO) standards and International Finance Corporation (IFC) Performance Standard (PS) 2 (Labour and Working Conditions) which we are committed to comply with as a socially responsible organisation. Our labour conditions and adherence to compliance is driven by our robust human resources policies and engagement activities developed to keep talent and meet compliance obligations. There are operational human resources policies that govern the processes and administration of our workforce in areas such as leave, travels, diversity and inclusion, compensation and benefits, education and training, anti-bribery and corruption, anti-slavery, employee data privacy and protection, among others.</p>	
<p>Criterion 7: The COP describes effective management systems to integrate the labour principles</p>	<p><i>Non-discrimination</i></p> <p>At Dangote Industries Limited, we do not condone any act of discrimination, harassment, bullying or abuse within our workforce and we strive to engage suppliers who subscribe to similar values in this regard. We emphasize the importance of treating individuals justly and in a non-discriminatory manner, in our recruitment activities, assignments, transfers, promotions, compensations, benefits, working conditions, operations, and in all engagements with communities and other key stakeholders.</p> <p>We are committed to maintaining a work environment where all individuals are treated with dignity and respect. Every individual has the right to work in a professional environment where they are certain that they will not be</p>	<ul style="list-style-type: none"> • Human Rights Policy.pdf • Diversity and Inclusiveness Policy.pdf • Dangote Corporate website - Dangote Academy and Learning & Development • Mandatory Training Hours Policy DG-HR-PL05.7.pdf

stereotyped or discriminated against. We prohibit discriminatory practices and harassment in our workplace. We also encourage our employees to report cases and incidents of discrimination, regardless of the offender's identity or position. Such reports are appropriately investigated and addressed in line with laid down policies and standards.

We have a DIL Human Rights Corporate Policy that clearly stipulates that all employees can work in an environment free from unlawful harassment, discrimination, and retaliation. We remain committed to ensuring that staff are familiar with these policy provisions and are aware that any violation or cases of non-compliance will be thoroughly investigated and sanctioned, as appropriate.

Learning and Development

In line with our training strategy, employees across all cadres and departments attended various trainings in the year. We conducted various physical (on-site) trainings, virtual trainings, and webinars for the benefit of the employees. We worked with the Dangote Academy on a Learning and Development (L&D) Transformation agenda in preparation for the kick-off of the Learning Management System (LMS) in the succeeding year. This change management process ranged across notable key activities including:

- Detailed documentation of Training Need Analysis (TNA).
- Training Partner selection for Dangote Academy.
- Validation of Proof of Concept (PoC) for E-learning providers: LinkedIn, Edx, and Udemy.

While providing each staff with the opportunity to meet the mandatory required training hours during the period under review, we look forward to the new year when we hope to leverage on the new Learning Management System (LMS).

<p>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labour principles integration</p>	<p><i>Freedom of association and collective bargaining</i> We recognise that effective workers’ representation plays a valuable role in building a positive business environment. As such, we respect the fundamental right of workers to freedom of association, to form organisations of their own choice, to join trade unions, and to bargain collectively for their wages and other benefits. This is in line with our adherence to the core principles of the International Labour Organisation and the United Nations Global Compact (UNGC), to which we are a signatory. We do not discriminate or penalise workers because of their membership of, or affiliation to a trade union, if it is permissible by law in the countries or locations of our operations.</p> <p><i>Forced or compulsory labour</i> In Dangote Industries Limited, we reject all forms of forced or compulsory labour resulting in servitude, bonded labour, or slavery, both in our operations and within our supply chain. We encourage our employees and stakeholders to report all suspected cases. We have stringent standards against forced and compulsory labour. Our anti-forced labour policy espouses our stance on any form of modern slavery, servitude, or human trafficking. We implement policies and procedures that ensure that this practice does not occur anywhere in our supply or value chain. Our Forced or Compulsory Labour Prevention and Abolition Policy align with applicable regulations and best practices. Under this policy, employees, regardless of their employment status, location, contractual arrangements, or role, are strongly mandated to desist from engaging in acts or practices that denote forced or compulsory labour, which could include acts that promote slavery, bonded work and acts against operating labour laws. The policy also necessitates the reaction of awareness amongst staff and contractors on issues of forced or compulsory labour, as well as supports progressive activities and initiatives designed to ban or prevent the practice of forced labour across our operations in Nigeria and Sub-Saharan Africa.</p> <p>All employees, including our contractors, are required to abide by this policy and report suspected cases of forced or compulsory labour to relevant</p>	<ul style="list-style-type: none"> • Whistleblowing Policy.pdf • Child Labour Abolition and Prevention Policy.pdf • Anti-Slavery Policy.pdf • Case Study 4 (<i>see appendix 1</i>)
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authorities, where such cases will be investigated and addressed as appropriate. In all our operations, we take precautionary measures to ensure that cases of forced labour do not occur. The measures include having close engagements with suppliers with high employee numbers to determine working conditions and wages as well as a clear explanation of our labour and safety rules to third party contractors. We encourage our employees and stakeholders to report all suspected cases.

In all our operations and across our different subsidiaries, we found no cases of forced or compulsory labour in 2021. We will remain vigilant to ensure that this record is maintained.

Child labour

Dangote Industries Limited and all its subsidiaries in Nigeria and across Africa do not condone child labour in any of our operations and within our supply chain. We consider the use of child labour as a grievous offence because we understand the long-term negative effect on our society. We do not employ children to work in any of our operations and we do not engage suppliers and vendors that engage children as workers. We adhere to the UNGC principles on child labour and the International Labour Organisation's (ILO) Standards on child labour.

As a way of creating awareness on child labour annually, we discuss topics relating to child labour prohibition in our weekly sustainability publication that is circulated across all Dangote operations. In all business units, including Dangote Cement, Dangote Sugar and NASCON (Dangote Salt), we had zero instances of child labour in our operations in 2021. We adhere to the UNGC principles on child labour, the International Labour Organisation's (ILO) Standards on child labour, and all local and global regulations that protect the rights of children.

	<p><i>Labour engagement</i></p> <p>Multiple channels are used for engagements, to foster very cordial industrial relations. These channels are through one-on-one consultations, departmental meetings, town hall meetings, quarterly and annual management address, as well as staff engagements with their supervisors and line managers on matters that are of key concern to them. Some key engagements carried out in 2021 are listed below:</p> <ul style="list-style-type: none"> • Staff Motivation and Long Service Award • End of Year Gift to all employees • COVID-19 awareness sessions • Virtual Medical Consultation for all employees • Mental Health Support for all employees • Quarterly meetings with Labour/Worker representatives 	
ENVIRONMENT: Robust Environmental Management Policies & Procedures		
<p>Criterion 9: The COP describes robust commitments, strategies, or policies in the area of environmental stewardship</p>	<p><i>Environmental management & compliance</i></p> <p>As one of Africa’s largest manufacturing conglomerates providing essential commodities such as cement, sugar, salt, etc., in the African continent, we are committed to maintaining good environmental management standards and compliance with all relevant environmental regulations in the countries where we operate. Our commitment is in line with the principle of continuous improvement and protecting the environment for our collective good.</p> <p>Our approach to environmental management focuses on minimising the negative environmental impacts of our operations and preserving natural resources for future generations. It addresses the impacts of our operations and the distribution and use of our products, promoting sustainability practices across the value chain. Management of environmental impacts and improvements occur through multiple, integrated approaches such as assessments, audits, compliance monitoring exercises, improving the efficiency of our production process, awareness campaigns, and Executive Management and Board level oversights.</p>	<ul style="list-style-type: none"> • Group HSSE and Sustainability Policy.pdf • Group ESIA Standard.pdf • Group Environmental Management Standard.pdf • Group HSSE Performance Reporting Standard.pdf • 2021 Annual & Sustainability report – Environmental Pillar section <ul style="list-style-type: none"> ➤ DCP - 2021 DCP Annual Report.pdf ➤ DSR - 2021 DSR-Annual Report.pdf

Furthermore, DIL and its subsidiaries remains committed to understanding, accepting, respecting, and complying with the environmental laws within every community we operate. In 2021, we had no environmental compliance fines, penalties, or sanctions in any of our production facilities in DCP, DSR & NASCON. Furthermore, we strive to ensure our permits and licenses are regularly renewed to avoid sanctions. We understand the consequences of non-compliance with EMS standards and environmental laws and regulations. We know that non-compliance affects the company's reputation, erodes shareholders' profit through imposed fines and penalties, affects our relationship with host communities and reduces our social license to operate.

Our ESG compliance

As a business, Dangote Industries Limited complies with applicable ESG principles, guidelines and regulations. Our ESG compliance wheel identifies some of the major national and global sustainability principles and standards that we align with. Our subsidiaries such as Dangote Cement, NASCON, Dangote Sugar, etc., also comply with all applicable industry specific regulations, laws and standards.

As a responsible corporate citizen, we understand that our business operations should not be carried out at the expense of our stakeholders' environmental and social well-being. We operate in compliance with applicable laws and regulations, including the corporate governance code in all the different markets where we operate. We adhere strictly to applicable anti-corruption and anti-competitive behaviour laws.

In line with the principles behind our Institutional Pillar, we strive to comply with relevant ESG laws, regulations and guidelines within the country we operate. Some of these are provided in the table below:

➤ [NASCON - 2021 NASCON Annual Report.pdf](#)

	ESG Principles, Guidelines and Regulations	Dangote Industries Limited	Dangote Cement Plc (DCP)	Dangote Sugar Refinery (DSR)	NASCON Allied Industries Limited	
	United Nations Global Compact (UNGC)	✓	✓	✓	✓	
	The United Nation’s Sustainable Development Goals	✓	✓	✓	✓	
	GRI Sustainability Reporting Standards	✓	✓	✓	✓	
	IFC - International Finance Corporation	✓				
	The Nigerian Exchange’s (NGX) Sustainability Disclosure Guidelines	✓	✓	✓	✓	
	SEC - Securities & Exchange Commission (Code of Corporate Governance)	✓	✓	✓	✓	
	NCCG - Nigerian Code of Corporate Governance	✓	✓	✓	✓	
	Global Cement & Concrete Association (GCCA)		✓			
	National Environmental Standards and Regulations Enforcement Agency (NESREA)	✓	✓	✓	✓	
	Federal & States Ministry of Environment	✓	✓	✓	✓	
	Federal & States Ministry of Agriculture			✓		
	Federal & States Ministry of Mines		✓		✓	
	Federal & States Ministry of Labour and Productivity	✓	✓	✓	✓	
	Federal & States Environmental Protection Agencies (e.g., LASEPA)	✓	✓	✓	✓	
	Host Local Government Areas	✓	✓	✓	✓	
	Industrial Training Fund (ITF)	✓	✓	✓	✓	
	National Agency for Food and Drug Administration and Control (NAFDAC)			✓	✓	
	Standards Organisation of Nigeria (SON)	✓	✓	✓	✓	
	Manufacturers Association of Nigeria (MAN)	✓	✓	✓	✓	
	Nigerian Port Authority (NPA)		✓	✓	✓	
	Nigerian Sugar Development Council (NSDC) / Nigerian Sugar Master Plan (NSMP).			✓		
	Global Food Safety Initiative (GFSI).			✓	✓	
<p>Criterion 10: The COP describes effective management systems to integrate the environmental principles</p>	<p><i>Precautionary approach to environmental management</i> As a participating member of the United Nations Global Compact (UNGC), Dangote Industries Limited and all its subsidiaries in Nigeria and across Africa, understands the use of Precautionary Principle in our operations. We are committed to investing in innovative technologies, providing adequate responses, and putting in place effective methods for dealing with risks and uncertainties in environmental management within our operations. Some of</p>	<ul style="list-style-type: none"> • Group HSSE and Sustainability Policy.pdf • Group ESIA Standard.pdf • Group Environmental Management Standard.pdf 				

	<p>these include conducting internal and external environmental audits, environmental compliance monitoring exercises, and environmental assessments. We also understand the responsibility of carrying out the required actions to prevent serious and irreversible environmental damage as we carry out our operations, even before such harms can be scientifically demonstrated or economically assessed. As a result, we are developing and utilising robust environmental management systems that identify, assess, and manage the environmental impacts and risks associated with our operations as well as exploit the potential opportunities. Structured and independent environmental audits by our Group environmental management team and external parties (such as Control Authorities, Certification Bodies, etc.) are carried out on a routine basis to ascertain the site Environmental Management System (EMS) effectiveness and the necessary improvement actions.</p>	<ul style="list-style-type: none"> • Group HSSE Performance Reporting Standard.pdf • 2021 Annual & Sustainability report – Environmental Pillar section <ul style="list-style-type: none"> ➤ DCP - 2021 DCP Annual Report.pdf ➤ DSR - 2021 DSR-Annual Report.pdf ➤ NASCON - 2021 NASCON Annual Report.pdf • Case Study 8 (<i>see appendix 1</i>)
<p>Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship</p>	<p><i>Operational efficiency</i> Due to rising input costs and growth prospects of the business in 2021, we intensified our plant operational transformational approach. This approach aimed to offset the continual increase in input costs and minimise the producing cost through optimised operations. Our strategy for incorporating modern processing techniques to achieve greater operational efficiency relied on improving capacity utilisation, energy savings, improved environment, use of by-products, wastes, alternative raw materials, and fuel as well as meeting market requirements in terms of quality.</p> <p>Achieving improved operational efficiency is one of our key environmental sustainability objectives, aimed at reducing operational costs and consumption of production resources, while also minimising CO₂ emitted from our operational processes. This will systematise the effective management of energy in our operations.</p>	<ul style="list-style-type: none"> • Group HSSE and Sustainability Policy.pdf • Group ESIA Standard.pdf • Group Environmental Management Standard.pdf • Group HSSE Performance Reporting Standard.pdf • Climate Change Policy.pdf • 2021 Annual & Sustainability report – Environmental Pillar section

	<p><i>Risks, opportunities & challenges in climate change</i></p> <p>Climate change and limits on greenhouse gas (GHG) emissions also create opportunities, such as creating new technologies, industries, and markets. For example, DCP’s alternative fuel enhancement project will create an opportunity for diversifying into the evolving ‘renewable’ waste management industry, leveraging on the advantage of energy reduction through efficient kilns and overall decreases in the cost of doing business.</p> <p>In addition, in salt production, we are aware of the key risk posed by climate change that may substantively affect our operations, revenue, and expenditure. We also understand the environmental impacts resulting from a rise in sea levels and how this could influence the ability to mine and process salt. This may result in an inability to purchase crude salt for import and processing. We are, however currently exploring other sources of Crude Salt to ensure business continuity and sustainability.</p> <p>We consistently measure and calculate greenhouse gas (GHG) emissions, such as CO₂ from our operations and keep track of fallouts from our operations that may have climate consequences. We organise training workshops and programs geared towards improving how we manage and document our climate-related risks and opportunities. Two years ago (2020), we developed our Climate Change Policy to guide how we manage climate-related risks and opportunities.</p>	<ul style="list-style-type: none"> ➤ DCP - 2021 DCP Annual Report.pdf ➤ DSR - 2021 DSR-Annual Report.pdf ➤ NASCON - 2021 NASCON Annual Report.pdf • Case Study 9 (<i>See appendix 1</i>) • Case Study 10 (<i>See appendix 1</i>)
<p align="center">ANTI-CORRUPTION: Robust Anti-Corruption Management Policies & Procedures</p>		
<p>Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption</p>	<p><i>Anti-Bribery and Anti-Corruption</i></p> <p>As a trusted company, we are saddled with a responsibility to ensure a commitment to high ethical standards across all our operations. DIL and its subsidiaries thrives with this responsibility as we have implemented policies and continue to build a culture that prohibits improper, unethical, or illegal activity and promote the performance of due diligence on our operations and partners. We are strengthening our compliance management and ESG governance while taking the necessary steps to build a culture of compliance. Our values are anchored in our business Code of Conducts.</p>	<ul style="list-style-type: none"> • Anti-bribery and Corruption Policy.pdf

	<p>We have zero tolerance for bribery and corruption in any form. Our Anti-Bribery and Corruption Policy establishes our commitment to the highest standard of ethical conduct in all operations and business activities. This policy is binding on all our employees at all levels regardless of their level and position, as well as our supply chain partners, and players across our value chain.</p> <p>During training and on-boarding sessions, we also ensure our staff are made aware of our stance on bribery and corruption. Several of our subsidiaries has rolled out different activities aiming to create awareness of the threats of fraud both within the organisation and across the supply chain. Examples include annual training sessions about the principles and prevention measures of Anti-Fraud and Corruption for employees and suppliers, together with the business’s Code of Conduct. The content is continuously adjusted to fit present-day situations, such as the change in legal requirements and distinct characteristics in business operations.</p> <p>We remain committed to ensuring that our business practices and processes are transparent, in accordance with our core values and in compliance with global sustainability principles and standards, including the UN Global Compact principles on human rights, labour, environment, and anti-corruption.</p>	
<p>Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle</p>	<p><i>Whistle Blowing</i></p> <p>We have a whistleblowing policy that mandates that all identified cases of fraud and corruption be reported to the relevant authority without any fear of reprisals. Dangote Group incorporates all related parties to monitor, report, or issue complaints regarding inappropriate operations and misconduct of its employees. This ensures that the assessment process is efficient that it enhances fairness and equality for all stakeholders. Across our subsidiaries, we have established a grievance mechanism that includes reporting procedures such as identifying the actions taken once complaints are detected, whistleblowing channels, and protecting the rights of the complaining party, suspected violators, and related parties. The mechanism also involves</p>	<ul style="list-style-type: none"> • Whistleblowing Policy.pdf • KPMG Consulting Whistleblowing line for DSR and NASCON - KPMG Consulting Whistleblowing line for DSR..pdf • Deloitte Nigeria whistleblowing line for DCP (Website) - https://tip-offs.deloitte.com.ng

	<p>investigation details and evidence as well as protective and confidentiality measures.</p> <p>These transparent whistle-blower systems provide a framework for reporting suspected breaches of internal policies or laws and regulations regarding labour practices, anti-corruption, human rights, environmental issues, societal impact issues, discrimination, money laundering, competition and antitrust and a whole range of many other issues that may pose a threat to our organisation. Our whistle blowing platforms are independently managed by third-party providers such as KPMG Consulting (for DSR & NASCON) and Deloitte Nigeria (for DCP) in order to ensure impartiality, fairness, and objectivity of the process. Confidentiality of the whistle blower is guaranteed, and retaliation is strictly proscribed.</p>	<p>or (Email) - tip-offs@deloitte.com.ng</p>
<p>Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption</p>	<p>When there are breaches or genuine threats of violations of our Code of Conduct, policies and standards, employees and other stakeholders are encouraged to utilise our whistleblowing portal to report such incidents. We have a formal, transparent mechanism for whistleblowing, which is accessible to our stakeholders. To ensure objectivity and gain users’ confidence in the process, our whistleblowing platform is independently managed third-party consulting firms. As part of the process, concerns can be raised on an anonymous basis. The confidentiality of the whistle-blowers is respected, and their identities are only shared where it is necessary for addressing the concerns raised or as required by law. Retaliation against any employee, contractor or third party who reports a concern in good faith is prohibited.</p> <p>Our whistleblowing and grievance mechanism processes are clearly communicated to employees through the Staff Handbook., which is available on the company’s intranet.</p> <p>In host communities, we endeavour to keep communication open between our business and community members, who are also encouraged to report</p>	<ul style="list-style-type: none"> • Whistleblowing Policy.pdf • KPMG Consulting Whistleblowing line for DSR and NASCON - KPMG Consulting Whistleblowing line for DSR..pdf • Deloitte Nigeria whistleblowing line for DCP (Website) - https://tip-offs.deloitte.com.ng or (Email) - tip-offs@deloitte.com.ng • 2021 Annual & Sustainability report – Independent assurance report section: <ul style="list-style-type: none"> ➤ DCP – 2021 DCP Annual Report.pdf

	<p>infractions using our whistleblowing mechanism. Anonymity is guaranteed, as may be required by the whistle-blower.</p>	<ul style="list-style-type: none"> ➤ DSR – 2021 DSR-Annual Report.pdf ➤ NASCON - 2021 NASCON Annual Report.pdf
UN GOALS: Taking Action in Support of Broader UN Goals and Issues		
<p>Criterion 15: The COP describes core business contributions to UN goals and issues</p>	<p>The United Nations’ Sustainable Development Goals (SDGs) are a set of 17 interlinked goals with 169 targets designed to be a blueprint for achieving a better and more sustainable future for all by 2030. While we support the actualisation of all 17 Goals, we have however prioritised a few SDGs per subsidiary that directly align with our corporate objectives, line of business and sustainability agenda. This way, we hope to make contributions that are more impactful to the 2030 targets in our different markets.</p> <p>In our different subsidiaries, ESG function heads, Executive Management/Committee and dedicated Board Committees like Dangote Cement Plc Board Technical & Sustainability Committee has the responsibility for managing and communicating climate-related issues to the company’s Board of Directors, with specific recommendations for action, as may be required.</p>	<ul style="list-style-type: none"> • 2021 Annual & Sustainability report – Priority UN SDGs section: <ul style="list-style-type: none"> ➤ DCP – 2021 DCP Annual Report.pdf ➤ DSR – 2021 DSR-Annual Report.pdf ➤ NASCON – 2021 NASCON Annual Report.pdf • Priority SDGs for all BUs.pdf
<p>Criterion 16: The COP describes strategic social investments and philanthropy</p>	<p>Our President/Chief Executive, Africa’s biggest humanitarian, Aliko Dangote has continued to show his readiness and commitment to transforming the economy and impacting people. Dangote investment drive across the African continent has described him as a man with a mission to aggressively transform the African economy.</p> <p>This affirms our footprints in key sectors of the economy, and the remarkable results achieved in production and supply of food items, making us a household name, majorly in Nigeria and across Africa. More recently, the dynamism in buoying the economy through heavy investments in building Africa’s largest refinery, fertiliser manufacturing company, and cement factories.</p>	<ul style="list-style-type: none"> • Dangote Corporate Website – Aliko Dangote Foundation • 2021 Annual & Sustainability report – Social Pillar section: <ul style="list-style-type: none"> ➤ DCP – 2021 DCP Annual Report.pdf ➤ DSR – 2021 DSR-Annual Report.pdf ➤ NASCON - 2021 NASCON Annual Report.pdf • Group Community Investment Standard.pdf

<p>Criterion 17: The COP describes advocacy and public policy engagement</p>	<p>Aliko Dangote Foundation (ADF) is the private charitable foundation of Alhaji Aliko Dangote, President/CE of Dangote Industries Limited. Incorporated in 1994 as Dangote Foundation, with the mission to enhance opportunities for social change through strategic investments that improve health and wellbeing, promote quality education, and broaden economic empowerment opportunities.</p> <p>20 years later, the Foundation has become the largest private Foundation in sub-Saharan Africa, with the largest endowment by a single African donor. The primary focus of ADF is child nutrition, with wraparound interventions centred on health, education and empowerment, and disaster relief.</p> <p>The Foundation also supports stand-alone projects with the potential for significant social impact. The Foundation works with state and national governments and many highly reputable international and domestic charities, non-governmental organisations and international agencies to advance its humanitarian agenda.</p> <p>In one of its biggest collaborations to date, Aliko Dangote Foundation started working in partnership with the Bill and Melinda Gates Foundation and key northern State Governments in Nigeria from 2013 to eradicate polio and strengthen routine immunization in Nigeria.</p> <p><i>Dangote Women’s Network</i> The Dangote Women’s Network ensures all our activities to advance gender equality and women’s empowerment continues in many ways, as advocates and role models for change through frameworks, and policies towards equality wherever opportunities arise</p> <p>The President is one of the Executive Sponsors of the Network.</p>	<ul style="list-style-type: none"> • Dangote Corporate Website – Aliko Dangote Foundation
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<p>Criterion 18: The COP describes partnerships and collective action</p>	<p>Our subsidiaries are members of the Manufacturing Association of Nigeria (MAN) and continue to leverage its partnerships to communicate the value of a state-of-the-art operation efficiency and sustainability operationalization within their respective manufacturing sector/industry.</p> <p>As the parent company, we are committed to United Nations Global Compact (UNGC) and World Economic Forum (WEF).</p>	<ul style="list-style-type: none"> • https://www.manufacturersnigeria.org/MembersDirectory • https://www.blueprint.ng/dangote-championing-industrialisation-in-nigeria-man/
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GOVERNANCE: Corporate Sustainability Governance and Leadership

<p>Criterion 19: The COP describes CEO commitment and leadership</p>	<p>PRESIDENT'S STATEMENT <i>Statement by the Chief Executive expressing continuous support for the UNGC and its ten sustainability principles, and their integration into business operations.</i></p> <p>As a brand that is built on a vision to create sustainable value for stakeholders, Dangote Industries Limited, prioritises its environmental, social and governance responsibilities and understands that these ultimately translate to business sustainability. We continue our sustainability and governance efforts with our 7 Sustainability Pillars tagged 'The Dangote Way'. The 7 Pillars: cultural, economic, institutional, financial, environmental, operational and social, provide the appropriate framework in which we have embedded our corporate values and strategic objectives. We maintained strong oversight on sustainability issues, leveraging the wealth and diversity of experience and strong commitment of members of Dangote Group subsidiaries' Executive Management, Committees and Boards.</p> <p>As Africa's biggest conglomerates and manufacturers, we understand our corporate sustainability responsibilities and are focused on continually improving our social and environmental stewardship, socioeconomic well-being, health and safety of key stakeholders, and progress in the communities and economies where we carry out our business. We are also committed to the actualisation of the United Nations Sustainable Development Goals and are</p>	<ul style="list-style-type: none"> • Dangote Corporate Website – Our Sustainability Commitment & Approach • Endorsed President's Statement for 2022 - President's Statement.pdf • Group HSSE and Sustainability Policy.pdf • Letter of Commitment.pdf
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taking very concrete steps to own and drive these Global Goals in our business operations and across our value chain.

We relish our membership with the United Nations Global Compact (UNGC), of over a decade. We continue to drive the UNGC's ten sustainability principles, strengthening our business performance and sense of responsibility to key stakeholders and the African economies where we operate.

Our drive to support sustainable economic development and human capital advancement is unwavering. We understand that these commitments will require that we continue to comply with national and global sustainability standards, principles and guidelines; and similar ESG codes and standards applicable in all our African markets.

In 2021, we further reinstated our commitment to sustainability performance disclosure through the publication of the first GRI Standards Compliant sustainability report by our salt and sugar subsidiaries, NASCON Allied Industries Plc and Dangote Sugar Refinery Plc respectively, written in accordance with 2021 Global Reporting Initiative (GRI) Sustainability Reporting Standards and fully compliant with Nigerian Exchange Group (NGX) Sustainability Disclosure Guidelines and underlying principles of the United Nations Global Compact. Thus, giving us a good opportunity to begin to disclose our environmental and social stewardship to our esteemed investors and other stakeholders, annually. Our cement subsidiary, Dangote Cement Plc, on the other hand, maintained its pace-setting record by organising its sustainability report in three main sections of Environmental, Social and Governance (ESG) to reflect actions and progress on sustainability performance during the year.

We are glad to present Dangote Group's 2022 Communication on Progress (COP) which highlights the sustainability initiatives and programs that we have undertaken in the course of 2021 in line with the ten UNGC Principles which are broadly anchored on best practices in Human Rights, Labour, Anti-corruption

	<p>and Environment. We remain committed to continuously improving our ESG performance, creating sustainable wealth and enhancing the wellbeing of the present and future generations.</p> <p>Aliko Dangote (GCON) President/CE, Dangote Industries Limited</p>	
<p>Criterion 20: The COP describes Board adoption and oversight</p>	<p>The Group President and Chief Executive alongside Group Managing Director (GMD) are responsible for the strategic and the day-to-day management of the Group. They are responsible for the approval of sustainability-related expenditures whilst providing oversight for long-term corporate sustainability strategy and performance monitoring.</p> <p>At the subsidiaries, the Chief Executive Officers or Managing Directors assists the Group management and Board in fulfilling its oversight responsibilities on corporate sustainability, while the subsidiaries dedicated Board Committees on Sustainability (as applicable) also monitors the implementation of sustainability strategies, policies and improvement plans.</p> <p>Furthermore, the Group Chief HSSE & Sustainability Officer (GCHSSESO) is responsible for embedding corporate sustainability strategy into the entire business strategy; executes ESG studies, including stakeholders’ surveys and feedbacks, ESG performance benchmarking with local and international industry peers and third-party assurance/certification on ESG performance; assists in facilitating sustainability training and workshops. The GCHSSESO ensures that all publicly listed subsidiaries’ sustainability performance and progress are disclosed to all key stakeholders through the annual Sustainability Report, using the Global Reporting Initiative (GRI) Standards. The GCHSSESO works with other Executives to foster compliance with applicable sustainability guidelines, regulations, principles, standards and codes, such as United Nations Global Compact, UN-SDGs, NSE Sustainability Disclosure Guidelines, Global Reporting</p>	<ul style="list-style-type: none"> • Dangote Corporate Website - https://dangote.com/about-us/#leadership • 2021 Annual & Sustainability report – Executive Management and Board Composition sections: <ul style="list-style-type: none"> ➤ DCP – 2021 DCP Annual Report.pdf ➤ DSR – 2021 DSR-Annual Report.pdf ➤ NASCON - 2021 NASCON Annual Report.pdf

	<p>Initiative, Global Cement & Concrete Association, Nigerian Code of Corporate Governance, etc.</p> <p>At the subsidiaries level, the major responsibility lies on the Head, HSSE & Sustainability and Sustainability Leads.</p>	
<p>Criterion 21: The COP describes stakeholder engagement</p>	<p>At Dangote Industries Limited, engaging our stakeholders is a vital aspect of our sustainability strategy. By listening to what our stakeholders consider important, we can engage with their key interests proactively, manage risks and opportunities, and set clear objectives to deliver long-term shared value for our Company and communities.</p> <p>DIL has a signed stakeholder engagement standard. The management standard defines a set of guidelines to stakeholder engagement, which aim towards developing and maintaining positive and mutually beneficial relationships with our stakeholders. Stakeholder engagement takes place at the early stages of project development (project conception stage) to facilitate free prior and informed consultation and participation regarding decisions related to the project design, to minimise the level of social/environmental impact, and to establish long-term mutually beneficial relationships.</p> <p>The DIL Group HSSE and Sustainability sets the overall Social Stakeholder Engagement Standard including the roll out plan; the roles and responsibilities for implementing and complying with the Standard is then allocated and detailed in respective job descriptions, procedures and /or other appropriate documentation. The Standard is reviewed periodically to determine its accuracy and relevance with regard to legislation, education, training and technological changes and finally, an approved version of is posted on the HSSE Portal on the Dangote website is communicated to all site, project and BU managers.</p> <p>Our engagements with stakeholders are in various forms, including surveys, focus group discussions, town hall meetings, media communications, industry collaborations, public-private partnerships, management retreats, application of</p>	<ul style="list-style-type: none"> • 2021 Annual & Sustainability report – Materiality Assessment and Stakeholders’ Survey; Institutional Pillar; and Independent Assurance report sections: <ul style="list-style-type: none"> ➤ DCP – 2021 DCP Annual Report.pdf ➤ DSR – 2021 DSR-Annual Report.pdf ➤ NASCON - 2021 NASCON Annual Report.pdf • Group Stakeholder Engagement Standard.pdf • Group HSSE and Sustainability Policy.pdf

	<p>our grievance mechanism, among others. We continuously monitor their opinions at several levels including multi-stakeholder initiatives, direct dialogue and through specific platforms on various issues.</p> <p>To better understand the expectations and perspectives of our stakeholders and to engage in dialogue that is more targeted and solution-oriented, we conduct materiality assessment surveys every year as part of our sustainability reporting practice. Our aim is to gauge the perception of our key stakeholders and understand their interests and concerns about our business.</p> <p>We created channels to engage with employees and other stakeholders to hear their ideas and address their concerns through a grievance management process.</p>	
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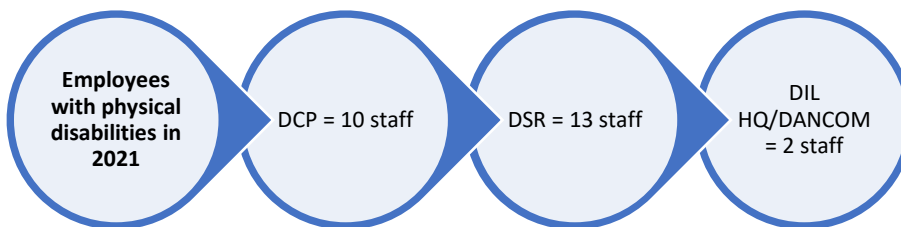
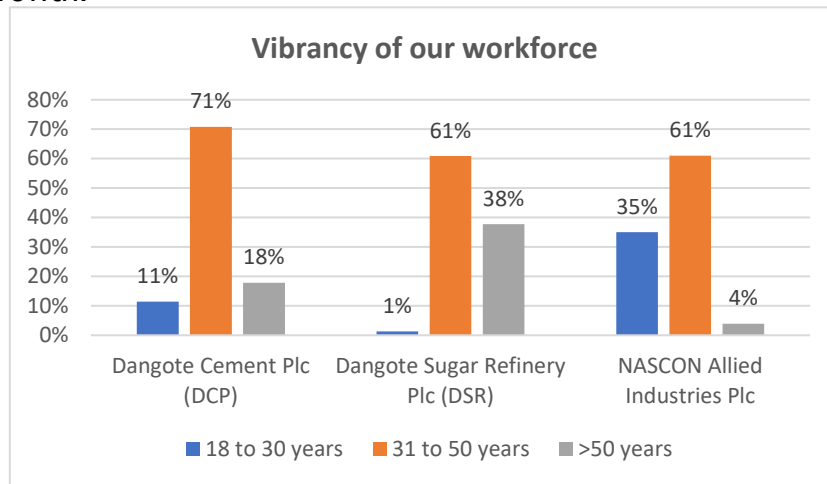
Conclusion

Dangote Industries Limited and its subsidiaries remain committed to driving the four UNGC Sustainability Pillars, which are further broken down into 10 Principles. We will continue to integrate these principles into our day-to-day operations, and continuously communicate our progress to the UNGC and other stakeholders.

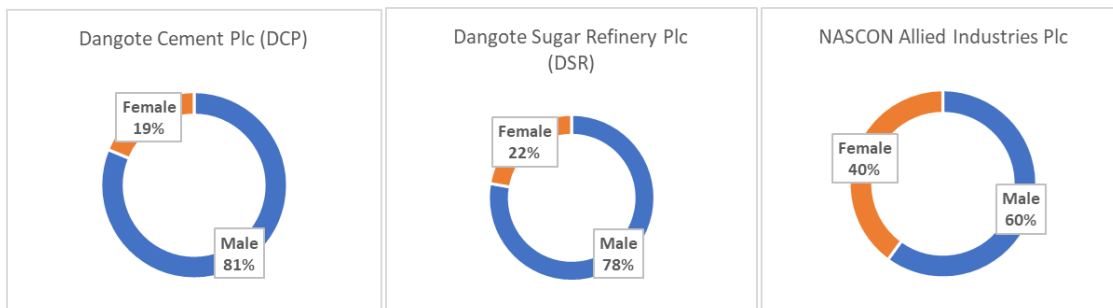
Appendix 1: Case Studies to Support Dangote Industries Limited Response and Commitment

Case Study 1: Vibrancy of our workforce (DCP, DSR & NASCON)

We continued our efforts in maximizing youth employment, as we understand the importance of employing a blend of generations to create an inclusive workplace where shared ideas drive productivity and growth.



Gender Diversification of Board



Case Study 2: Reported community grievances and resolution (DCP, DSR & NASCON)

To mitigate instances of community grievances and incidences, we understand the need to continuously engage with them. Should they have grievances to report, we ensure that stakeholders in host communities have access to our company representatives and key decision-makers, as applicable. Where issues cannot be redressed at the community level, they are escalated to the regional office or headquarters for timely and mutually agreed resolution.

DIL Subsidiary	2021 Reported Community Grievances	2021 Grievances Community Closed	% Closed
Dangote Cement Plc (DCP)	124	86	69%
Dangote Sugar Refinery Plc (DSR)	2	2	100%
NASCON Allied Industries Plc	1	1	100%

Case Study 3: Community stakeholder engagements (DCP & NASCON)

We periodically engage our host communities to build a mutually beneficial relationship and partnership. Also, to understand issues that are of utmost concern to them and bring a timely resolution to such issues. More importantly is the need to sustain our social licence to operate and to ensure they understand our strategy, plan or policy regarding sustainable development.

DIL Subsidiary	2021 Community Stakeholder Engagements
Dangote Cement Plc (DCP)	675
NASCON Allied Industries Plc	6

Case Study 4: Number of employees covered by collective bargaining agreements in DSR

We maintain an open line of communication with employee unions and leadership on subjects of mutual interests to ensure that decisions taken are in both parties' best interests. We remain committed to entrenching best practices in collective bargaining for all categories of employees.

DIL Subsidiary	Number of employees covered by collective bargaining agreements in 2021
Dangote Sugar Refinery Plc (DSR)	2,803

Case Study 5: Compliance to labour and working conditions laws

We complied with all labour and working conditions related laws and compliance obligations in 2021. In Nigeria, for example, these include mainly the Labour Act (1990), the Pension Reform Act (2004), the Factories Act (1987), the Employee’s Compensation Act (2010), and the National Policy on Occupational Health and Safety (2020) amongst others.

We have ensured that our labour conditions and compensations complied with the International Labour Organization (ILO) standards and International Finance Corporation (IFC) Performance Standard (PS) 2 (Labour and Working Conditions) which we are committed to comply with as a socially responsible organisation. Our labour conditions and adherence to compliance is driven by our robust human resources policies and engagement activities developed to keep talent and meet compliance obligations.

Case Study 6: Our Workforce – DCP, DSR & NASCON

Across our subsidiaries, DIL provides thousands of employment opportunities to highly skilled individuals, irrespective of race, gender, tribe, religion or ethnicity.

DIL Subsidiary	Total Workforce in 2021
Dangote Cement Plc (DCP)	19,561
Dangote Sugar Refinery Plc (DSR)	2,956
NASCON Allied Industries Limited	864

Case Study 7: 2021 DIL Long Service Award

In line with Dangote Industries Limited’s Long Service Award Policy, and avenue to rewarding some deserving staff members for their loyalty, dedication, and long service, we held a long service award ceremony for 172 deserving staff; out of which 12 individuals were honoured post-humously in 2021. The award provided us the excellent opportunity to openly acknowledge the staff long years of hard work, determination in service and loyalty.

During the ceremony, 29 staff were awarded with 10 – 14 years of service awards; 85 employees with 15 – 19 years of service; 29 employees with 20 – 24 years of service; 13 employees with 25 – 29 years of service and 4 employees were also honoured with 30 years of service awards.

Our believe is that the recognition will continually trigger a sense of pride at the successful outcome of their years of policies, processes and positive decisions targeted at transforming the company to an organisation, which has become Nigeria’s most admired brand for the past consecutive years and Africa’s most admired brand.

Case Study 8: 2021 World Environment Day (WED) Commemoration

On June 5, 2021, Dangote Group joined the international community in the commemoration of the World Environment Day. This is the UN's initiative for encouraging worldwide awareness and action to protect our planet from environmental-related issues in an effort to ensure a healthier global environment for current and future generations.

In line with the 2021 theme '*Ecosystem Restoration*', functions/departments such as Group HSSE & Sustainability, Corporate Communications, Human Resources, etc. worked in collaboration with Dangote Group subsidiaries to design and execute initiatives geared towards creating awareness on environmental responsibility and stewardship and showcasing Dangote as an environmentally friendly brand.

The 2021 World Environment Day (WED) commemoration was held at different dates/times in June 2021 across Dangote Group's subsidiaries - Dangote Cement Plc (HQ & Plants), NASCON and Dangote Packaging Limited in Nigerian and Pan African locations had over 952 employees/volunteers volunteering their time, intellectual and material resources to a worthy environmental cause and garnering measurable impact across board.

2021 World Environment Day Impact	Total Impact Numbers
Number of initiatives	42
Number of volunteers (employees)	952
Number of third-party volunteers	194
Total volunteering hours	6845
2021 WED Activities & Initiatives	
Tree planting (Number of trees planted)	929
Awareness sessions (Webinars, Lectures, Publicity, etc.)	17
Competitions - Quiz, Debate, Housekeeping,	6
WED Initiatives Beneficiaries (persons)	
Awareness sessions (Webinars, Lectures, Publicity, etc.) (Total number of participants or beneficiaries)	4128
Competitions - Quiz, Debate, Housekeeping (Total number of participants)	535
Competitions - Quiz, Debate, Housekeeping (Total number of winners)	31
Beneficiaries (persons, stakeholder groups, etc.)	
Communities (villages, towns, clusters)	1
Community members (not segregated by gender, households)	250
Community Heads (Leaders, Monarchs, Rulers, etc.)	1
Women (Members of associations or groups)	6
Youth (Members of associations or groups)	9
Students & Children (Participated in the sessions)	5425
Teachers (Participated in the sessions)	66
Beneficiaries (organisations)	
Schools	12
Private properties (Plant/Manufacturing area, Staff quarters, Hostels, Houses, etc)	9

Case Study 9: 2021 Environmental Performance KPIs for DCP, DSR & NASCON

Our Environmental Pillar defines our ways of entrenching environmental sustainability by identifying, measuring and mitigating actual and potential environmental impacts of operations. Our environmental strategy is centred on the measurement and management of key impacts such as energy consumption, GHG emissions, water consumption, waste generation, and air emissions. In 2021, that measurement was fostered by the use of flow meters, emissions trackers, weighing scales, and consumption volumes, depending on the environmental impact. Management was aided by ensuring environmental compliance, conducting assessments and audits, and implementing our policy statement to govern oversight.

2021 Environmental Performance KPIs	Dangote Cement Plc (DCP)	Dangote Sugar Refinery Plc (DSR)	NASCON Allied Industries Plc
Total Direct CO₂ Emission (Tonnes CO₂) - Scope 1	18,844,221	322,485	19,915
Total Energy Consumption (GJ)	101,355,380	5,545,086	136,763
Total Water Consumption/Utilization (cubic metre) [All Sources]	8,131,204	2,316,526	26,259
2021 Total Waste Generated (Tonnes) [All Types]	16,386	479	389

For more on Environmental performance and improvement initiatives in the different Dangote business units in the year under review, please view our 2021 Sustainability Reports on our official websites.

Case Study 10: Dangote Cement Plc's Alternative fuel enhancement project

Although some of our cement operations still rely on high carbon fuel sources such as petroleum coke, gas, and coal, in 2021, we progressed our alternative fuel enhancement project geared at reducing our carbon footprint.

The co-processing of alternative fuels in cement manufacturing to replace fossil fuels is a long-standing contribution of the business towards a circular economy. In 2021, a permit to co-process alternative fuel in kilns was obtained for all plants except Ethiopia, which is an on-going effort. Following this, full mapping of waste materials was done in Nigeria and Pan-Africa plants. Sensitisation and capacity building for Plant personnel was also critical for improving the uptake of waste for alternative fuel.

So far in 2021, DCP's plants installed AF equipment (Mechanical Multi-Fuel systems) that can process diverse types of wastes:

- Thermal substitution rate is estimated at 2.6% for FY 2021 vs. 1.7% in FY 2020
- DCP co-processed 89,000 tonnes of waste in 2021, an increase of 60% over 2020.

Wastes co-processed include:

- ✓ Waste lubricants
- ✓ Biomass/Agro wastes (Rice Husks, Palm kernel shells, peanuts shell, Cashew Nutshell, Coffee Husk, Sawdust)
- ✓ Industrial wastes (Paper waste, waste plastics)
- ✓ Scrap tires
- ✓ Fly ash