

WORKING WITH AFRICA'S FINEST



We are and will remain Africa's finest, because it is our purpose, obligation and responsibility through our people!"

Gloria Byamugisha
Group Chief Human Resources Officer



Our people: the oil that oils our wheels

In today's highly competitive business environment, it is essential to have a dedicated and skilled team to drive organisation success. Our Company is no exception. Our people are the backbone and driving force behind our success. Their professionalism, resilience, loyalty, commitment to our purpose and ability to innovate keeps our wheels oiled year on year. Their hard work and customer centricity drive our continued growth and excellence. It, therefore, goes without saying that they are the oil that oils our wheels.

In the past year, we have focused on growing organically and developing an already existing diverse and talented workforce. This has allowed us to harness a variety of perspectives and skills to our business, resulting in more innovative and effective solutions to serve our customers and consequently deepen business value. There is an unrivalled depth of experience and innovation that our vibrant team exhibits to enhance our business model. Despite this, we never rest on our oars. We have prioritised and implemented learning programs to ensure that every one of our valued employees can continuously improve their skills and advance in their careers at leisure but in a structured setting using our LMS (Learning Management System).

In addition to talent management, we have placed a strong emphasis on creating a positive and inclusive workplace culture fully anchored around our value system that embraces and recognises meritocracy and teamwork. We believe that a happy and engaged workforce is essential to the success of our business, and in cognisance of this, there has been extensive investment in programs and initiatives to support the wellbeing and satisfaction of our employees.



2022 in hindsight: looking back on what we did together

Standing firm on The Dangote Way, we drive our core values of Service, Leadership, Entrepreneurship and Excellence which in turn define what the Dangote brand stands for and shape the behaviours of each employee in every engagement with respective stakeholders.

Dangote's enduring commitment to women empowerment

We joined our voice with the rest of the world to advocate for a more gender-balanced society and workplace with the celebration of our women on 8 March for the 2022 International Women's Day. With a renewed drive and dedication to women empowerment especially in the historically male-dominated cement industry, the theme for the year was "Gender Equality Today for A Sustainable Tomorrow", with the powerful hashtag #BreakTheBias. The men of Dangote led by Alhaji Aliko Dangote came out in support of gender equality and championed numerous life-enhancing initiatives across the Group including the launch of our state-of-the-art Dangote Cement crèche, giving access to all Dangote employees with babies at no cost and recognising long-serving female employees.

As members of the Nigeria2Equal programme driving gender equality forward, we continue to invest considerably in empowering our women and building our remarkable team to become the best at providing our customers with excellent customer experience and instilling a culture of entrepreneurship, leadership and excellence. As part of this and in partnership with our Dangote Women Network, we shone the spotlight on our women across Africa and facilitated their participation in intensive women's leadership development programs and annual conferences in preparation for (and to enhance their performance

in) leadership positions. Additionally, internships were granted to female graduates from the 18-month technical training with the Aliko Dangote Foundation – VDMA vocational training centre with evaluation in STEM subjects. Our commitment was, and will continue to be, done purposefully to project more women ahead and upward; and promote gender equality across the Group and specifically in our executive management.

Succession planning & talent development

Globally, more than 70% of the CEO's challenge is talent management. It has become much tougher to retain talent in the short to medium term than to grow profits! With that backdrop, we streamlined our framework around talent management and also purposed to sensitise our executives on the reality hence the mitigating factors and focus on the subject.

Talent pools across Pan-Africa were established, deliberate exposure and movements across the Group especially where there was a need, were experienced. We are fortunate to have a staff base of over 22,000 permanent and contract staff with over 25 nationalities, across different geographies, experienced in formidable sectors, schooled in several disciplines, within different age demographics with a converging view of keeping our market leadership serving Africa's finest! Indeed, Dangote Cement is where generations meet to disrupt, distract and destruct with a winning purpose.

Celebrating and sharing

Our employee recognition and reward schemes continue to entrench our culture and enhance our value proposition. A Short-Term Bonus Incentive scheme was introduced to reward our employees who consistently deliver strongly on their deliverables. This scheme is designed to encourage Company, team and individual performance. Our team is quite excited to see this take off because ultimately, everyone wants recognition and commensurate reward for excellent work. We all win together.

The Wall of Fame was a great way of celebrating quick wins, connecting emotionally and making soft skills count in the workplace. It was a delight seeing staff nominate their fellow employees for unusual commendations like; "he helped me settle in well...., she is always available when needed even outside office setting, he is my go-to person even when I have had a difficult conversation regarding my work..." This is what makes work a conducive environment to be, relate and grow. The introduction of the Dangote Wall of Fame was greeted with much pomp and excitement by our people and has bolstered engagement and productivity.

Graduate trainee development program

In line with our desire to be the employer of choice in all the markets we operate, we reintroduced our Graduate Trainee Development Program to nurture talent, stimulate innovation and enrich careers. In 2022, a total of 90 trainees were onboarded and are undergoing an 18-month intensive programme with extensive on-the-job exposure as well as elements of classroom learning supported throughout by mentors and coaches. These trainees are due to graduate in 2023 and will subsequently be integrated into our core business locations and units to contribute their quota on our journey to create a sustainable business and enduring African continent.

2023 Focus: bigger, better and bolder

As a globally recognised and Africa's leading indigenous brand, the outlook for 2023 is bright as we look forward to upholding our edge in a bigger, better and bolder approach as we collectively soar from the after-effects of the pandemic and other world economic and political challenges. Our commitment to our people and customers remains the goal leading us to be the employer of choice.

Leadership development remains at the centre of our plans for 2023 and gender diversity at all levels of the leadership ladder. This is a priority goal for us, and we will continue to commit considerable resources to ensure that our female colleagues are well-equipped, prepared and supported to the challenge.

Inculcating The Dangote Way of doing business remains a competitive advantage. This calls out our plans for bigger and better innovation towards exciting and retaining our people. Focus on artificial intelligence and big data in crafting our employee value proposition by, among others, customised learning and development attributes and talent management techniques will be our hashtag, especially now that the war for talent is real and a silent disruptor.

The critical focus will be around celebrating our people and purposefully having fun at work. This will be through learning, unlearning, venturing, breaking barriers/glass ceilings, daring opportunities and creating chaos with design. Our employee recognition and reward programs (Short-Term Incentive Scheme, Wall of Fame awards, and more) will cement our culture solidly.

Mental health support for our employees is another priority that we are purposefully dealing with under our Employee Assistance Programs (EAP), in terms of awareness not only at work but also within our respective families and friends. We are not only leveraging on the enhanced health care systems and professionals to sensitise our Dangote Cement Community but also have policies that promote tolerance and empathy, rather than victimising individuals.

We are proud of our strides and remain excited by the aspirations ahead of us. As a team, we are thrilled about creating exceptional value for our shareholders and the African continent through connecting heart and minds. We are, and will remain, Africa's finest because it is our purpose, obligation and responsibility through our people!

