

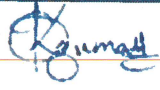


DIVERSITY, EQUALITY, AND INCLUSION POLICY

Policy History:

Version	Year/Approval	Remark
1.0	April 2023	First version
2.0	January 2025	Reviewed

This Policy has been prepared by:

S/N	Name	Designation	Signature	Date
1.0	Igazeuma Okoroba, PhD	Head, Sustainability, DCP		4/01/25

This Policy has been approved by the Board:


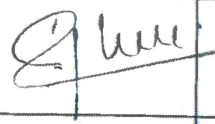


S/N	Name	Designation	Signature	Date
1.0	Arvind Pathak	Group Managing Director/CEO		11.02.2025
2.0	Douraid Zaghouni	Chairman, Sustainability and Technical Committee		
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1. Introduction

Dangote Cement Plc, also called 'DCP', is a leader in the African cement industry with a presence in Nigeria, South Africa, Senegal, Ghana, Cameroun, Ethiopia, Tanzania, Congo, Sierra Leone, and Zambia. As a company with a presence in various African countries, we understand that a diverse workforce fosters a fair, equal, and inclusive workforce and environment where people are valued and treated equally irrespective of their age, gender, economic or social status, beliefs, race, ethnicity, religion, origin, nationality, marital status, disability or expression or any other characteristics protected by law.

Our Diversity, Equality and Inclusion policy outlines our commitment to a diverse workforce and how we will implement this across our business operations.

We recognise that our openness to diversity, equality and inclusion allows us to select board members, attract and retain employees with the best minds and skills, leading to enhanced innovation, creativity, productivity, and results for DCP.

2. Definitions

Diversity: Diversity is concerned with creating supporting practices that empower people by respecting and appreciating what makes them different in terms of gender, ethnicity, tribe, age, religion, education and national origin, which benefits the organisation and all those who work in and with it.

Equality: Equality aims to eradicate unjustified discrimination on irrelevant grounds and promote human rights and social justice. It involves treating people fairly, impartially and without bias.

Inclusion: Inclusion is an organisational effort and practice in which different groups or individuals having different backgrounds are culturally and socially accepted, welcomed, and feel a sense of belonging.

3. Purpose and Objectives

This Policy sets out our commitment to:

- To be an organisation that is free from discrimination and prejudice.
- Treating all people, regardless of gender, ethnicity, or background, with dignity and respect.
- Choosing board members with diverse backgrounds and competencies.
- Employing and retaining talents from diverse backgrounds and experiences across all levels of DCP.

4. Applicability

The Policy applies to all DCP employees in Nigerian and Pan Africa, contractors, vendors, and other third-party stakeholders engaged in DCP's operations. Our commitment to this Policy will reflect our daily operations, recruitment process and business dealings.

5. Commitments / Principles

- a) DCP is committed to selecting board members from various backgrounds, elect board leadership that understands DCP's commitment to Diversity, Equality and Inclusion.
- b) DCP is committed to making our workplace open, inclusive and safe for staff regardless of their background.
- c) We are committed to addressing unjustified discrimination against and promoting the inclusion of persons with disability in our workforce.
- d) We seek to offer a supportive environment to all colleagues and customers regardless of their religion/belief and working context.
- e) DCP is committed to a pay system that is transparent and based on objective criteria. This includes a commitment to transparency and fairness in allocating bonuses, allowances, and any other aspects of reward and remuneration.
- f) DCP will design a transparent, consistent, and evident process to ensure unbiased recruitment and selection by advertising our open positions on our websites and other social platforms, stating clearly that applications from all persons that are interested and qualified to the requirements are welcomed
- g) DCP will base our employment and promotion decisions on merit, considering qualifications, skills, performance, and achievements
- h) We will strive to implement gender equity initiatives at our Board and every level of the organisation.
- i) Employees must ensure that their decisions are free from discrimination in their dealings with colleagues and customers.
- j) DCP is committed to cultivating a culture of respect for all employees, clients, vendors, contractors, and others in the work environment
- k) DCP will create an environment where employees know that their background and lifestyle do not affect their opportunities for development and promotion.
- l) DCP will provide in-house training and communication on the need to build an inclusive workplace and encourage employees to upgrade their knowledge of potential unconscious biases that might hinder collaboration and inclusion.
- m) We will ensure our business partners, contractors and supply chain commit to complying with the principles of this Policy in all their dealings.

6. Reporting

A reporting platform, which is managed by a third-party organisation to ensure confidentiality, is available for employees to report concerns about serious misconduct that contradicts DCP's commitments in the Diversity, Equality and Inclusion policy.

Any breach of this Policy will constitute gross misconduct and give rise to penalties up to suspension or total dismissal from DCP. Any employee or business partner found guilty will be subjected to the disciplinary measures highlighted by DCP.

DCP will protect employees who report what they reasonably believe to be any instance of harassment or discrimination under the terms of this Policy from retaliation or victimisation.

7. Roles and Responsibility

The Board shall oversee the implementation of this Policy. The Board is saddled with the responsibility to provide overall direction for this Policy and to monitor its performance and outcomes. The Board shall also ensure that this Policy complies with applicable laws, principles, directives, and guidelines in all operational locations of DCP.

With the support of the Board Technical and Sustainability Committee, the Group Managing Director of DCP shall be responsible for the overall daily supervision of this Policy to ensure that its implementation is per the guidance of the DCP's Board.

All Managers and Supervisors shall be responsible for getting acquainted with this Policy and ensuring that all Employees and other stakeholders have an adequate understanding and application of this Policy to their respective tasks.

All Employees and stakeholders shall, in the performance of their respective duties to DCP, comply with this Policy to the extent of the applicability of this Policy to their tasks.

8. Monitoring & Review

The Board shall be responsible for overseeing the implementation of this Policy. **The Sustainability, Human Resources and Legal Departments** shall be responsible for monitoring the performance of this Policy and providing continuous recommendations.

This Policy would be reviewed periodically or as needed and approved by the Board. The Board shall also approve any exception to this Policy.