

# CREATING IMPACT FOR SUSTAINABLE GROWTH

2017 SUSTAINABILITY REPORT



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# 01

Lafarge Africa Plc. : Leading Innovation for Sustainable development



## 1.1 CHAIRMAN'S STATEMENT

Our commitment to operate responsibly means working in close collaboration with communities where we operate and the larger society. This partnership offers us the opportunity to influence in a responsible manner socio-economic development and the creation of lasting values that impact positively. These values form the basis for a compelling commitment to pioneer the transformation of the way the local building materials and construction sector address important environmental issues which impact our world. In playing this pioneering role, we recognize the need to constantly benchmark our efforts and initiatives against the United Nations Sustainable Development Goals (UNSDGs) and the LafargeHocim 2030 Plan which covers the main pillars of Climate, Circular Economy, Water and Nature as well as People and Communities.

Understanding the way our industry sector impacts on society and making it transparent lays the foundation for informed strategic decisions and stakeholder dialogue, and gives purpose and ownership to our stakeholders including our employees. We believe that by fostering a culture of high ethical standards in the conduct of our business, we are able to influence stakeholder orientation towards a more active role in sustainable development.

Creating shared value is a key focus for us and it is the reason why we adopt the triple bottom line approach to business; not focusing on profit alone but also on people and our planet. We therefore reiterate our pledge to sustained organizational discipline, combined with systems and innovations that foster positive impacts and provide answers to socio-economic issues that affect communities wherever we operate such as urbanization, housing, health & safety and human rights.

One important commitment that we hold dearly at Lafarge Africa Plc revolves around protection and improvement of lives of our employees and people in communities where we operate by championing health

and safety. Thus health & safety is at the core of our operation as we pursue a zero level of incident across our manufacturing plants and offices. Also core to our commitment to sustainable development is our pursuit of sustained reduction in our net CO<sub>2</sub> emissions per tonne of cement. To achieve this, we will continue to lead the development of products and solutions that leads to reduced impact on the environment in addition to the use of renewable energy.

In March 2018, the “Geocycle” brand of the LafargeHolcim Group was launched in Lafarge Africa. Geocycle is the waste treatment and management activity of the LafargeHolcim Group with global network present in more than 50 countries. Geocycle services preserve natural resources and play an important role in reducing the carbon footprint of the Group’s manufacturing plants. Geocycle sits under the pillar of Circular Economy of our sustainable development programme which is aimed at reducing our dependency on fossil fuels and transform waste into resources in our production processes. Our adoptions of the Geocycle brand, demonstrates our support for the environment and differentiates us from competition. As our Geocycle initiative matures, we will contribute to the cleanness of our cities, maintaining the health of our people and create jobs.

The commitment to sustainable development therefore provides the lever to set new standards, foster socio-economic development, and drive transformation along the construction value chain while achieving our business objectives and delivering returns for our stakeholders

We welcome all our stakeholders to be part of this journey.

**Mbolaji Balogun**  
Chairman, Lafarge Africa Plc.



## 1.2 CCEO'S STATEMENT

Dear Stakeholders,

The growing focus on economic growth in Nigeria underpinned by the Federal Government's Economic Growth Recovery Plan (ERGP) is driving the increased diversification of Nigeria's revenue stream. At the core of this strategic restructuring is the construction sector which is tasked with providing the infrastructure for enabling socio-economic growth.

At Lafarge Africa Plc., we believe wholly in contributing to a sustainable future by aligning our business interests with the national development agenda, playing an active role in economic, social and environmental development. We are focused on quality for all our products, as well as sustainable innovation, enabling us to create value for the society. Accordingly, we are helping to increase prosperity and quality of life for our stakeholders.

Our sustainable development roadmap, the 2030 Plan, was launched in 2016. The strategy was developed in conjunction with internal and external stakeholders and is designed to address a range of business, social and environmental challenges. Lafarge Africa has localized this plan into actionable initiatives – which includes our continuous attention to stakeholder concerns, improvement of our process of determining material issues and putting measures in place to address identified concerns.

In recent years with the issuance of our Sustainability Reports, we are focusing on measuring performance of our sustainability journey. Our desire is to have a successful development track record year-on-year, upheld by our belief that sustainability is a key driver for differentiation, net sales generation and value creation for stakeholders.

We pledge our commitment to influencing the adoption of the values of sustainable development within our industry and beyond. Our actions on ground include working with our contractors, suppliers and other third parties on sustainable procurement practices including corporate governance; spearheading health & safety trainings for our customers,

including corporate governance; spearheading health & safety trainings for our customers, transporters, construction partners, artisans and others within our value chain. We also drive collaboration and thought leadership on sustainable construction for better cities and communities.

Our core focus remains Health and Safety, and we have continued our efforts to foster this culture with our Zero-Incident programs which recorded no fatalities in the year under review. We will further intensify our occupational safety efforts so that accidents can be prevented on a sustained basis. The rigorous adherence to our safety standards continues to be a top priority in the coming year.

We have strengthened our environmental and social governance with ongoing initiatives on quarry rehabilitation, emissions reduction and empowerment across our host communities. Our agric-ecology intervention in the North East is also enabling farmers to adopt best farming practices which increase their yield and income.

As part of our obligation to implementing planet preserving solutions and technology, our waste management unit, Geocycle, utilizes waste materials such as palm kernel shells as alternative energy sources; this is being implemented at our Ewekoro and Sagamu plants with roll out plans across other sites.

Our goal is to be a trusted brand for sustainable construction solutions with targeted contributions to the socio-economic development of Nigeria and beyond. We are constantly making strides towards leading sustainability within our industry while ensuring that in our daily operations, we continue to positively impact our stakeholders and communities where we operate.

**Mr Michel Pucheros**  
GMD/CCEO, Lafarge Africa Plc.

### 1.3 EXCOM STATEMENTS

“At Lafarge, we drive initiatives that minimise our user environmental footprints in emissions especially CO2.

We are able to convert an overwhelming waste challenge to economic opportunities by converting domestic waste into an energy source - Geocycle. Geocycle aims to guarantee a zero waste future. We utilize organic matters such as palm kernel shells and rice husks as fuel.”

**Abdel-Ileh Chouar**  
Industrial Director,  
Cement – Lafarge Africa Plc



“We operate a zero-accident, zero-incident culture. From the ExCom member to the most junior employee, everyone is fully aware and educated on the necessity of adhering to Lafarge Africa health & safety guidelines.

Everyone is accountable for his/her safety and for the safety of his/her colleague. As a result, we recorded zero occupational illness this past year and a 3% reduction in total Injury Frequency Rate from the previous year.”

**Graeme Bride**  
Health & Safety Director



“Our relationship with our local and international stakeholders, including the community, government and regulators and our employees, is fundamental for us. Their material concerns inform our strategic decisions and plans in each year, including our budgeting. These concerns range from environmental impact (emissions, deforestation) to social impact (education, health, etc.). Huge investments were made in this past year to address all of these concerns”.

**Bruno Bayet**  
Chief Financial Officer



“At Lafarge Africa Plc, we recognise that our people are our greatest asset. Finding and nurturing great talent is essential to achieving our goals. Our approach to people development is both immediate and future focused - having the skills for today and exploring the potential to excel for tomorrow.”

**Fidelia Osime**  
Organisation & Human Resources  
Director, Lafarge Africa Plc



“Lafarge Africa Plc is identified as an innovative business leader that cares for the people and the environment, essentially creating a shared value of the society. Our CSR and sustainability investments focus on education, health and safety, poverty alleviations, gender diversity, environment, partnerships and equity and justice.”

**Folashade Ambrose Medebem**  
Communications, Public Affairs &  
Sustainable Development Director

“Our strategy is to reduce cost without compromising quality and sustainability. For instance, energy (fossil fuel and gas) constitutes 90% of our variable costs. We now have alternative fuel sources such as palm kernel shells, saw dust, and old tyres, which drives our energy cost down. These alternative fuels also increase our efficiency and reduces negative environmental impact.”

**Lolu Alade-Akinjemi**  
Procurement Director



“Our Board and management are fully committed to globally prescribed principles, and staff are taken through annual trainings and quarterly reviews of important policies to keep in view. Our CEO is updated monthly on all aspects of Compliance as well as the Board Risk and Ethics Committee.”

**Edith Omwuchekwa**  
Legal Director

“Our security operations are carried out by recruits from our host communities, and aligned to global best practices. This is a demonstration of our commitment to the security of our staff and third parties. We are also providing strategic support to the Nigerian Security Services that support us.”

**Helmut Korak**  
Country Security Manager



“At Lafarge, we do not manage accidents, we manage safety! Using our four-prong approach of partnership with professional transporters, robust driver training, effective vehicle management and efficient journey management, we have achieved a 30% year-on-year drop in accident rate. We are looking to expand the capacity of our state-of-the-art Driver Training Institute to cater for more drivers and drive down accident rate across the industry”

**Bruno S. Hounkpati**  
Logistics Director

“Lafarge is a company with a heart. We have invested heavily in the socio-economic development of Ashaka and Gombe state. Currently 56% of our staff at the Ashaka plant are Gombe state indigenes. We run 2 schools within the Ashaka management estate which have over 1000 students combined and 70% indigent. We relocated the Maiganga community as a result of our coal mining operations and we run frequent medical checks for our staff and the community to ensure they are in good health. Lafarge truly cares.”

**Rabi'u Abdullahi-Umar**  
Managing Director, Ashaka

"At Lafarge, a key part of our business development goal is creating an efficient sales strategy which gets our products or services in front of the right people through solutions with enhanced sustainable performance that invites them to make a purchase. Ultimately, sustainability for us involves using our resources wisely to generate the maximum customer value."

"Sustainability and innovation are at the core of our product design and development with products like our RoadCem. We guide our customers to use our products the right way. We collaborated with the Council for the Regulation of Engineering in Nigeria (COREN) and Nigerian Society of Engineers to develop a concrete manual for the industry. We are mindful of our carbon foot print as we transport our products from our plants to our contractors. For this reason, we are moving to rail transport. We currently transport 100,000tonnes by rail."

**Marlene Kiniffo-Zounon**  
Sales Director



**Vipul Agrawal**  
Marketing Director



"Lafarge Africa Plc continues to influence construction practices positively in Nigeria. In our RMX Concrete Operations, we continually strive to uphold high Health and Safety standards that target people, behaviours, project site conditions, Personal Protective Equipment and the Environment, using our risk assessment framework and tools.

In line with our Incident and Injury Free Philosophy, we emphasize same measure of Health, Safety and Environmental standards at both Lafarge production and clients sites respectively. Through our Contractor Safety Management program, vendors are also held by same level of standard. We organize periodic safety assessments and training at both the clients' sites and in the vendors' operations."

**Bestow Akeze**  
Head of Aggregates & Concrete,  
Lafarge ReadyMix Nigeria



## 1.4 FROM THE SUSTAINABILITY DESK



*“Our focus is to drive sustainability across our value chain by demonstrating responsible behaviors in our business decisions and actions. Inspired by the UNSDG 17 on ‘Partnership for the Goals’, we have internal alliances with our business leaders and employees all joined up to contribute our quota to a more sustainable world. This is in addition to paying attention to open engagements and partnerships with external stakeholders across the ecosystem.”*

**Temitope Oguntokun**  
Head, Sustainability

### Project Team

- Emmanuel Adebobola - Fleet/Transport
- Daniel Adedokun - Geocycle
- Lukeman Adeyinka - Health & Safety
- Wole Adeleke - Strategy
- Osazemen Aghatise - Procurement
- Omolade Banjoko - Communications, Public Affairs & Sustainable Development
- Oluyemi Bakare - Communications, Public Affairs & Sustainable Development
- Inyang Bassey - Communications, Public Affairs & Sustainable Development
- Ugochi Bede-Nwokoye - Human Resources
- Ginika Frank-Durugbor - Communications, Public Affairs & Sustainable Development
- Anuoluwapo Gbadegesin - Legal
- Ajibola Hassan - Procurement
- Tukur Lawal - Communications, Public Affairs & Sustainable Development
- Aliyu Ma’aji - Communications, Public Affairs & Sustainable Development
- John Nya - Industrial
- Enotomhe Otsemobor - Power
- Nyong Okon - Human Resources
- Oluchi Onuekwusi - Internal Control
- Titilope Oguntuga - Communications, Public Affairs & Sustainable Development
- Theresa Okpa - Communications, Public Affairs & Sustainable Development
- Chris Obi - Communications, Public Affairs & Sustainable Development
- Sayo Akinwale - Communications, Public Affairs & Sustainable Development
- Tina Sobola - Marketing
- Femi Yusuff - Commercial

## 1.5 The LafargeHolcim Group



*Rapid change in our world is bringing new challenges for the construction and building materials industries: demographic growth, increasing urban development, climate change, and the need for environmental conservation.*

As the leader in this new world, LafargeHolcim addresses these major trends by providing what really matters: spaces to live and learn, places to rest and work, infrastructure that facilitates mobility, and innovations that maintain energy supplies. These are the main objectives of building materials, particularly those of cement, aggregates, and concrete solutions. In providing what really matters, we will set the standard for the industry as a whole.

## Lafarge Africa Plc (Lafarge Africa)

 **Headquarters  
Lagos, Nigeria**



Lafarge Africa Plc, (Lafarge Africa) with headquarters in Lagos, Nigeria, is one of the 80 locations in which LafargeHolcim is present. Lafarge Africa is a publicly listed company on the Nigerian Stock Exchange (NSE), and listed on the Premium Board of the official list as a result of our robust corporate governance practices. Lafarge Africa provides consumers in Nigeria and South Africa with a choice of top quality cement and concrete solutions designed to meet all building and construction needs, ranging from individual home buildings to major construction projects

Lafarge Africa is a solutions provider and serves a wide range of consumers, including: manufacturing, construction, individual home builders, block makers, and general end-users.

At Lafarge Africa, our Sustainable development vision driven by the Communications, Public and Sustainable Development (CPASD) unit is to be recognised as an innovative business leader, demonstrating shared value wherever we operate, enabling social, economic and environmental sustainable development, to the benefit of all our stakeholders.

Our sustainability approach capitalises on LafargeHolcim's worldwide presence to provide solutions towards meeting social, environmental and stakeholder challenges, with one clear goal: to create shared value with society.



*Innovative products and solutions with enhanced performance*



*Circular economy centric and resource optimised business model*



*Actively engaging stakeholders and creating value in communities where we operate*



*Reducing the effects of Climate change across our entire value chain*

## 1.6 LAFARGE AFRICA PLC - OUR “CRISP” VALUES

### *Health and Safety*



As a member of LafargeHolcim, health and safety is an overarching principle of our operations in Nigeria. At Lafarge Africa, we want to do more than prevent accidents, by creating a healthy and safe environment for our employees, contractors, communities, and customers based on a true safety culture.

1



### *Customers*

Our focus on customers means we will continue to build an organisation and culture that is centered on markets and customers. We understand fully who our customers and end users are, what drives their businesses and what they value, by listening to them. This allows us to anticipate their needs and provide innovative solutions for shared value creation. As part of our continuum of improvements to customer experience management.

2



### *Results*

Results stand for a passion to achieve our goals and deliver on our targets through rigorous execution with zero harm to people. We strive for continuous improvement and challenge the status quo with innovative solutions that drive lasting results for shareholders.

3



### *Integrity*

This means creating an environment where compliance is a central commitment. We have the courage to make the right decisions based on our ethical principles at all times.

4



### *Sustainability*

For us, sustainability is demonstrating leadership in environmental stewardship, and being a responsible role model for future generations. We proactively engage with stakeholders to create shared value with society, and drive sustainable solutions through the entire value chain.

5



### *People, Openness and Inclusion*

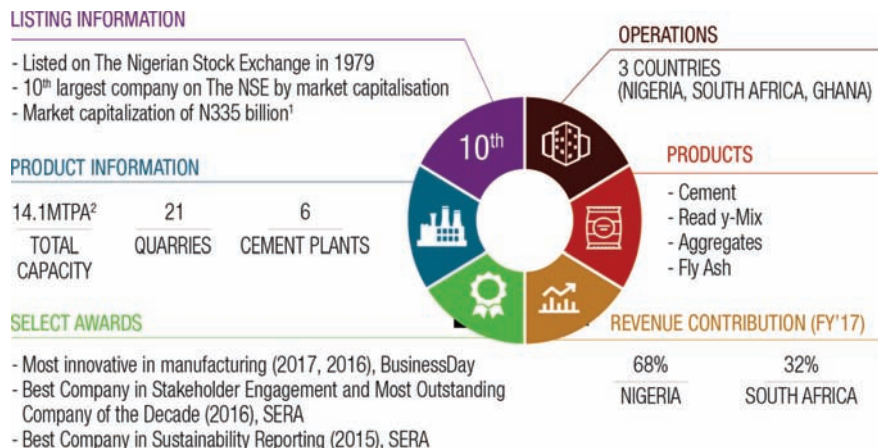
At Lafarge Africa, we stand for openness and inclusion, and truly care for and respect every individual. We seek diversity and embrace new and different ideas, experiences, and perspectives, and are open to collaboration and sharing. We enable teams and empower individuals to reach their full potential and succeed. We recognise high performance and address underperformance.

## 1.7 OUR OPERATIONS

Lafarge Africa has a combined cement capacity of 14.1 mtpa with operations in South West (SW), North East (NE) and South South (SS) geopolitical zones of Nigeria specifically in Ogun, Gombe, Cross River and Rivers states, respectively; as well as in South Africa.

In addition, we have strong market leading positions in aggregates, ready-mix concrete and fly ash in Nigeria.

This report covers only Lafarge Africa's sustainability actions in the Nigerian operation.



7 ReadyMIX Plants, Approximately 3,300 direct employees, 99% local.

N299bn	9.8%	19.4%	N8.6bn	N578bn
Revenue (as at 2017)	Revenue CAGR (2013 - 2017)	Ebitda Margin (as at 2017)	Ebitda (as at 2017)	Total Assets (as at 2017)



## 1.8 OUR SUSTAINABLE PRODUCTS' PORTFOLIO

### General Use - Elephant Cement, AshakaCem, Unicem



Our general Use Cements offers exceptional performance across a wide range of general purpose applications as it spans across solid and sustainable construction. These general purpose cements have led in the cement market over the years and are trusted for their long lasting heritage.

### Blocks & Precast - Elephant Supaset



Our Supaset cement is illustrative of our commitment to lead the cement manufacturing industry with technology. This is for the ultimate purpose of quality and customer satisfaction. Elephant Supaset is proven to deliver strong and durable blocks and precast elements like pave stones, concrete poles and rings.

### Technical - PowerMax



Powermax is a specially enhanced premium technical cement with excellent strength and performance at all ages. Its unique characteristics make it possible to achieve the twin benefits of being an effective solution to the performance demands of large construction and infrastructure projects

### Technical - Sulfacrete



Sulfacrete is a quality assured cement suitable for high sulphate attack terrains. It is a known solution for building infrastructure around coastal areas and shoreline protection.

### Technical - Roadcem



Roadcem is a specially formulated hydraulic binder that was developed after following extensive research and trials with the Federal Ministry of Works in Nigeria soils. It has been tested to improve the technical performance of very poor soils and improve soil bearing capacity

It is formulated to meet commonly encountered road stabilization requirements as it enhances the mechanical soil strength, thus resulting in stronger roads.

### Ready Mix



Lafarge's Readymix concrete solutions and services are designed to meet our customers' unique project needs.

With our Readymix, you are able to produce quality and innovative concrete solutions for small and large construction works.

This solution enhances construction efficiency as its outstanding quality and professional mix guarantees that your project is delivered safely and true to specification.

## 1.9 OUR SUSTAINABILITY STRATEGY – THE 2030 PLAN

Sustainability is integral to our operations at Lafarge Africa Plc. We are convinced that with a consistent focus on our sustainable development strategy - The 2030 Plan - we are able to achieve growth as a business and add value to our stakeholders. We also have a firm conviction that organisations like ours, have the capacity to create transformational change through innovative business models that deliver significant societal value as they generate economic wealth.

For us, doing business goes beyond achieving outstanding financial results. Our strategy mandates us to perform our operations in an environmentally and socially responsible manner. This shared focus serves as the foundation of our business approach and our ensuing Sustainability targets as outlined in our 2030 Plan. To ensure a holistic view of our targets, we identify and capture the concerns of our Stakeholders in the final development of our strategy.

Our business activities supported by sustainable thinking increases the value of the company for our shareholders and ensure long term growth for Lafarge Africa Plc., Nigeria and the African Continent.

Lafarge Africa’s sustainability approach fully aligns with the LafargeHolcim Group’s Sustainability Strategy - The 2030 Plan. Our 2030 Plan (Building for Tomorrow) revolves around four pillars – Climate, Circular Economy, Water and Nature, and People and Communities. As a result of our resolute focus, we are able to consistently achieve growth and add value. LafargeHolcim’s 2030 Plan aligns with a large majority of the 17 United Nations Sustainable Development Goals which echoes our desire as a business to continue to contribute towards making the world a better society.



	Climate	Circular Economy	Water & Nature	People & Communities
<b>In house</b>	<ul style="list-style-type: none"> <li>- We will reduce net specific CO<sub>2</sub> emissions by 40% per tonne of cement (vs. 1990)</li> </ul>	<ul style="list-style-type: none"> <li>- We will use 80 million tonnes of waste - derived resources per year</li> </ul>	<ul style="list-style-type: none"> <li>- We will reduce specific freshwater withdrawal in cement operations by 30%</li> <li>- We will implement The WASH Pledge on all sites</li> </ul>	<ul style="list-style-type: none"> <li>- We want zero fatalities</li> <li>- We will reduce LTI FR &lt; 0.20</li> <li>- We will reduce TIFR by 50%</li> <li>- We will reduce our disease rate &lt; 0.1</li> <li>- We will have 30% minimum gender diversity at a management levels</li> </ul>
<b>Beyond our fence</b>	<ul style="list-style-type: none"> <li>- We will help our customers avoid 10 million tonnes of CO<sub>2</sub> being released from buildings each year through our innovative solutions</li> </ul>	<ul style="list-style-type: none"> <li>- We will provide end-of-life solutions for our products and will supply 4 times more recycled aggregates from CDW/RAP</li> </ul>	<ul style="list-style-type: none"> <li>- We will make a positive impact on water in water-scarce areas</li> <li>- We will show a positive change for biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>- We will develop initiatives to benefit 75 million people</li> <li>- We will engage in collective action to combat bribery &amp; corruption in high risk countries</li> </ul>
<b>Innovative Solutions</b>	<ul style="list-style-type: none"> <li>- Low-carbon cement &amp; concrete</li> <li>- Insulating concrete</li> <li>- Thermal-mass solutions</li> </ul>	<ul style="list-style-type: none"> <li>- Recycled aggregates</li> <li>- Urban mining solutions</li> <li>- Waste management services</li> </ul>	<ul style="list-style-type: none"> <li>- Rained harvesting</li> <li>- pervious concrete</li> <li>- Stormwater protection</li> <li>- Vertical green solutions</li> </ul>	<ul style="list-style-type: none"> <li>- Affordable housing materials and solutions</li> <li>- Affordable sanitation solutions</li> </ul>

### 1.9.1 OUR 2030 PLAN: UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) AT THE CORE OF OUR VALUES

Contributing to the achievement of the United Nations Sustainability Development Goals (UN SDGs) by the Federal Government is not only the responsible thing to do, it is also strategically relevant from risk and growth standpoints. The UN SDGs foster new business opportunities and build markets and relationships around the world, while improving our environment and society's quality of life.

We will continue in our commitment to building a better future through our contributions to the SDGs. This will be achieved by continuing in our efforts at building a strong workforce, utilizing local content, empowering young people, providing educational infrastructure and support, providing high quality community infrastructure, as well as driving improvements in local healthcare and community welfare.

We are also committed to developing new initiatives around our activities to contribute to the achievement of the UN SDGs.





## 1.9.2 CONTRIBUTING TO THE DEVELOPMENT OF NIGERIA



In 2014, Nigeria became the largest economy in sub-Saharan Africa. Nigeria is a lower middle income developing country, with \$2,950 GDP per capita. The economy is diversifying and has grown over the past decade. Yet, significant challenges remain. Food insecurity, poor access to energy and high unemployment, growing poverty amongst others, remain principal constraints on economic development and are of primary concern to the government.

The government recognizes that the economy is likely to remain on a path of steady and steep decline if nothing is done to change the trajectory. It is in this context that the Federal Government has made several efforts aimed at tackling these challenges and changing the national economic realities in a fundamental way. The earliest action was the development of three major National plans over the past decade tackling corruption, improving security and re-building the economy.

*Nigeria's Economic Recovery Growth Plan (ERGP 2020)*

### ***Economic Recovery Growth Plan (ERGP) Targets***

- I. RESTORING GROWTH
  - Achieving macroeconomic stability and economic diversification: undertaking fiscal stimulus, ensuring monetary stability, improving the external balance of trade and ultimately driving real GDP growth to 2.19 % ( actual : 1.4% ) in 2017, reaching 7% at the end of the Plan period.
  - Integrate artisanal miners into the formal sector.
  - Encourage and promote mineral processing and value addition industries that strengthen backward and forward linkages.
  - Support the connection of resource processing industries to power and transportation infrastructure Incentivize investment through tax breaks (e.g., accelerated depreciation on equipment)
- II. INVESTING IN OUR PEOPLE
  - Increasing social inclusion, creating jobs and improving the human capital base of the economy.
  - Reducing unemployment from 13.9% in 2016 to 11.2% by 2020.
  - Creating over 15 million jobs on an average of 3.7 million jobs per annum.
  - Construct 2,700 housing units in the short-term to create 105,000 direct jobs a year and gradually increase to 10,000 housing units per annum by 2020; construct 20,000 pilot social housing units
- III. BUILDING A GLOBALLY COMPETITIVE ECONOMY
  - Achieving a top 100 ranking in the World Bank's Doing Business index by 2020 (up from the current ranking of 145th in 2018).
  - Increasing competitiveness by investing in infrastructure and improving the business environment.

### ***Vision 2020:20***

- Education and Skills for Employability: Enhance the information efficiency of the labour market and its institutions.
- Increased investment in critical infrastructure. Government will focus on: increasing the quantity and quality of infrastructure ending; development of a framework for joint financing of infrastructure projects between the tiers of government; and encouragement of private investments in infrastructure.
- Affordable housing through collaboration tiers of Government to produce and implement a unified and integrated housing development program and open up new layouts and provide sites and services for the private sector to develop affordable and decent mass housing
- Promote through Private Public Partnerships, efficient and intensive mechanisms for the processing and manufacture of selected exports.

### ***Intended Nationally Determined Contribution (INDC) Targets***

- Reduce Business as Usual (BAU): Economic and social development growth in economy by 5% annually.
- Improve standard of living and electricity access for all.
- Reduce Green House Gas Emissions (GHG) unconditionally by 20% and conditionally by 45%.

Our corporate citizenship implies a strong commitment to contributing to the achievement of targets set out across national priorities.



Engagement with the Honourable Minister for Finance, Mrs Kemi Adeosun (pictured middle)



01

Our contribution to the ERGP

We are committed to playing a key role in supporting the socioeconomic development of Nigeria within the manufacturing sector.



A combined capacity of 14.1 mtpa across our operations providing high quality cement for over a 100 million Nigerians' infrastructural needs.



We create over 1000 direct and over 3000 indirect jobs through our supply chain and employee spending multiplier.



We have trained over 450 persons from our host communities through our engineering programs and our driving institute.



We support entrepreneurs in our host communities by donating machinery and equipment (grinding machines, sewing machines, tricycles, etc.), to empower their business operations.



02

Our contribution to the Vision 2020:20

Our activities and operations are driven towards achieving the 2020 target to diversify Nigeria's revenue streams while building infrastructure and homes for its population.



Our partnerships are focused on efforts towards reduction of waste by using waste in our cement production process as alternative fuels and materials .



Our Affordable housing initiative has generated homes for over 45000 beneficiaries across 10 states since 2013.



We have invested over 100 million naira in our driving institute which builds capacity for local drivers while creating jobs in local communities.



We have provided electrification support at our host communities with deployment of Transformer sub-stations at our Ashaka and Sagamu plants



03

Our contribution to the Intended Nationally Determined Contribution (INDC)

We ensure continuous improvement in the efficiency of our processes and activities to reduce our emissions output and overall impact on the environment.



Our plants have been equipped with efficient emissions reduction technologies with a dedicated control centre monitoring regulatory limits.



Our plants have undergone Environmental Audits by Regulatory bodies to ensure adherence to environmental standards.



Our Plants have focused biodiversity initiatives ranging from afforestation of species such as Eucalyptus and Acacia



We provide staff buses and encourage carpooling to reduce overall CO2 emissions from transportation by our staff. We also implement a green office model at our locations with natural lighting and plants are key part of our office aesthetic.

## 1.10 SUSTAINABILITY PERFORMANCE ANALYSIS

Focus Area	Performance		Comments on 2017 performance
	2016	2017	
<b>Climate</b>			
Reduction of CO2 emissions per tonne of cement vs 1990	Net CO2 per tonne is 575kg/t in 2017 (-0.3% against 2016)		- Emission reduction initiatives implemented across our plants
<b>Circular Economy</b>			
Use of waste-derived resources	127,300 tonnes	151,786 tonnes	- Emission reduction initiatives implemented across our plants
Supply of recycled aggregates from construction and demolition waste, and reclaimed asphalt pavement	Reporting methodology has been deployed in tandem with pre 2018 Geocycle launch	Reporting methodology has been deployed in tandem with 2018 Geocycle launch	
<b>Water and Nature</b>			
Reduction of specific freshwater withdrawal in the cement line	Active water-reuse model in use across all Nigerian plants with water accountability via installation of water flow meters.	Active water-reuse model in use across all Nigerian plants with water accountability via installation of water flow meters.	Water Reuse Model at all plants.
WASH Pledge implementation	Pre-implementation rollout plans were carried out.	Implemented at all sites with assessments being carried out	
Impact on water resources in water-scarce areas	Reporting assessment and flowmeters installed to measure water usage.	More flowmeters installed to measure water usage.	
Impact on biodiversity	Biodiversity assessment performed by competent local consultants and Regulators	Biodiversity assessment performed by competent local consultants with no significant threats identified within any of our plants/quarry sites	Rehabilitation plans are in place for all sites

*Targets (2020-2030): Ongoing efforts to map out country targets vis a vis group targets*

Focus Area	Performance		Comments on 2017 performance
	2016	2017	
<b>People and Communities</b>			
Fatalities	3 onsite	0 onsite	Zero fatalities recorded in 2017
	17 offsite	4 offsite	
Lost Time Injury Frequency Rate (employees and contractors on site)	0.27	0.2	
Gender diversity	14.9% - Senior management 16.5% - Middle management 8.9% - Junior management	19% - Senior management 18% - Middle management 10% - Junior management	
Beneficiaries from our affordable housing solutions, our inclusive business initiatives, and our social investments	315,344 Nigerians	785,430 Nigerians	
Participation in collective action to combat bribery and corruption in high-risk countries	All employees and third parties were trained on anti-bribery and corruption.	All employees and third parties retrained on anti-bribery and corruption.	
<b>Other sustainability targets</b>			
<b>Air Emissions</b>			
Reduction of average specific emissions of of Dust, NOx and SO2	Total dust emissions 244 tonnes (2017) Total NOx emissions 2'817 tonnes (2017) Total SO2 emissions 1'414 tonnes (2017)		- Emission reduction initiatives implemented across our plants
<b>Stakeholder Engagement</b>			
Stakeholder engagement plans in place at site level	All locations : 100%	All locations : 100%	- Emission reduction initiatives implemented across our plants

*Targets (2020-2030): Ongoing efforts to map out country targets vis a vis group targets*

## 1.11 OUR CONTRIBUTION TO THE ECONOMY

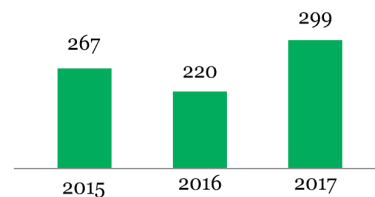


Our economic strategy is particularly focused on the significant organic growth opportunities that exist within the Africa region. Our distinctive footprint sees us uniquely positioned to meet the needs of customers who are dependent on the affordability and availability of our products.

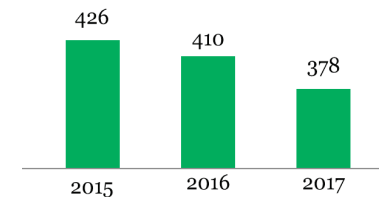
Our drive for profitable growth is centered on our Values and Brand Promise. Lafarge Africa Plc's approach to sustainability supports the achievement of our business strategy by guiding the way we make decisions and conduct business in all of the markets in which we operate. Our decision-making processes take into account the social and environmental impacts of our operations and prioritises building trust and respect amongst all our stakeholders.

This is underpinned by rigorous liquidity, capital and asset management and the quality of our people. The way we deliver our results is as important as the results themselves.

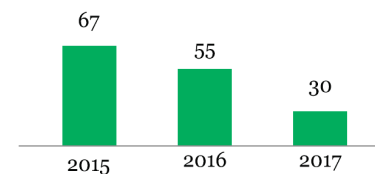
**Revenue (N'billion)**



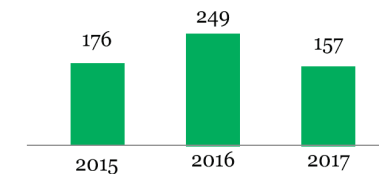
**Total Assets (N'billion)**



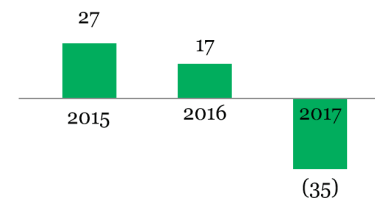
**Ebitda - N'billion**



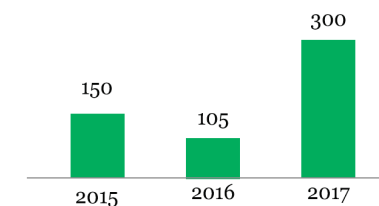
**Shareholder Equity - N'billion**

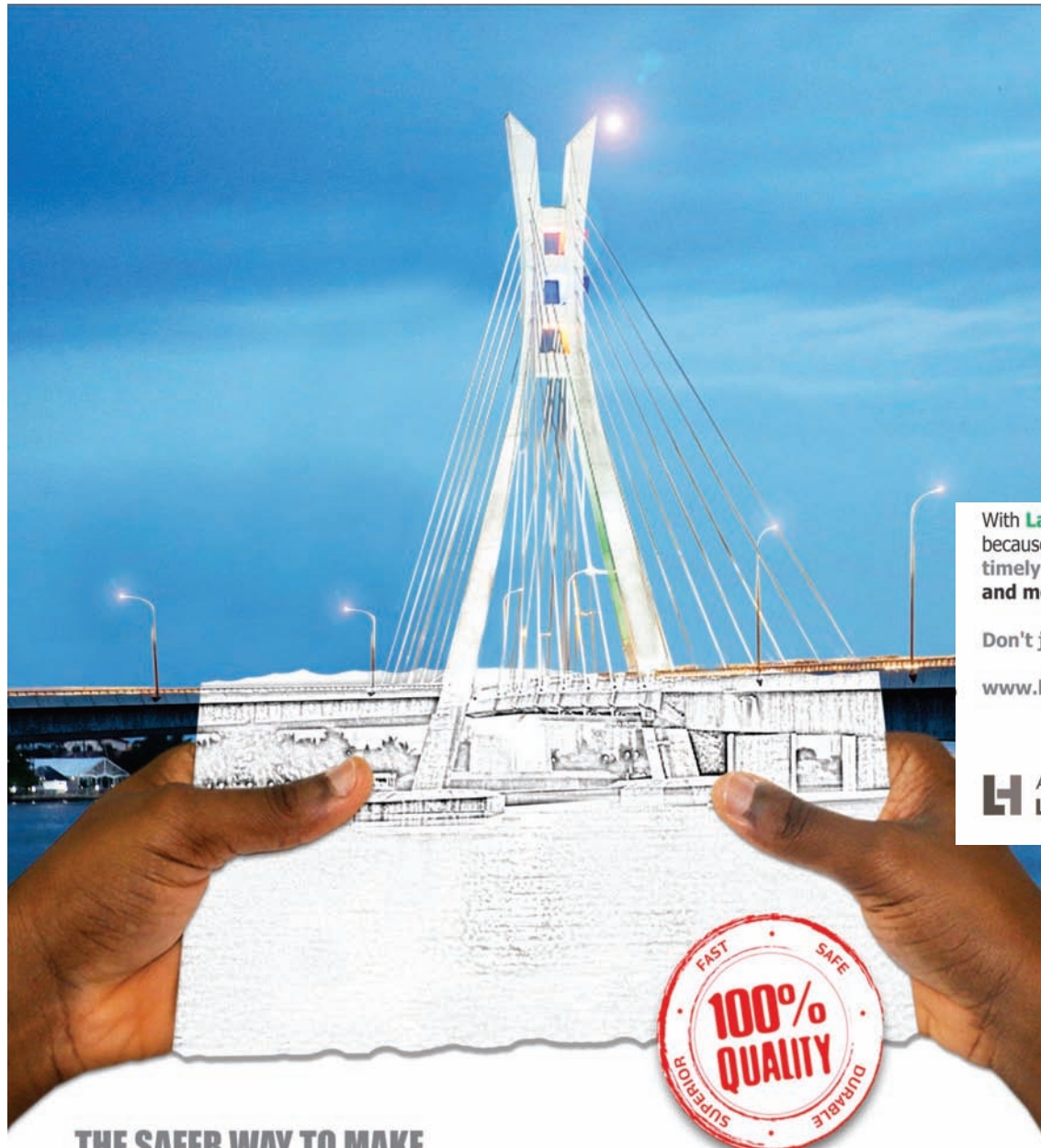


**Profit after tax - N'billion**



**Dividend Pay Out - Kobo/share**





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# 02

Our approach to sustainable development

## 2.1 STAKEHOLDER MANAGEMENT



Effective engagement with our stakeholders is an important part of our business and is embedded in Lafarge Africa's policies, processes and operations. We have a formal engagement policy that applies to all employees and seeks to maintain a structured approach to engagement through the existence of clear and consistent communications channels, clear ownership of relationships, and accountabilities for relationship owners.

### **Our Identified Stakeholders:**

- Employees: all staff of the company
- Customers: actual and potential customers
- Shareholders: investors and shareholders who are interested in the overall performance of Lafarge Africa
- Host Communities: the local communities in which our facilities are located and their people
- Others are: Government/Regulators: government and its agencies at the federal, state and local levels
- Business Partners: all registered vendors and business partners involved in Lafarge Africa's value chain.
- Media: local and international reporters of our products, services and operations

**Table 2**

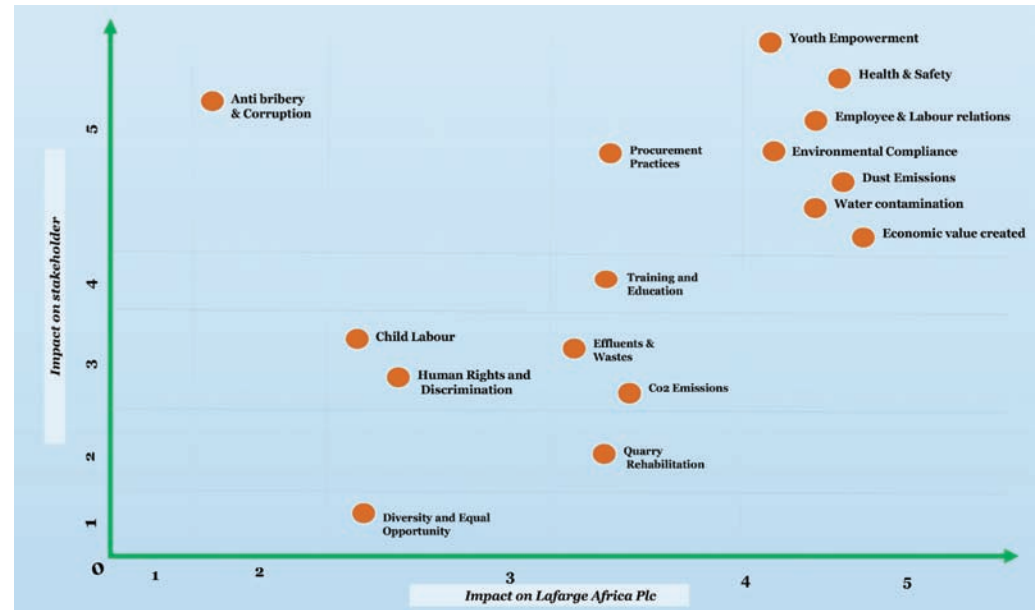
Stakeholder	% Progress	Remarks
Employees	Team meetings, conference calls, Email & Video Conference, Town halls, focused group discussions, training sessions, e-learning portals	Daily, weekly, Monthly team meetings, Annual mid & end-of-year appraisals
Customers	Meetings, Market activations, conferences, customer satisfaction surveys	One on one daily, weekly and monthly Fortnight market activations Annual conferences
Shareholders	Shareholder fora, Annual General Meeting, Annual reports, Website	Frequently as the need arises
Host Communities	Monthly meetings, ad hoc meetings, courtesy visits and Community days	Formal monthly meeting frequently as the need arises
Business Partners	Meetings joint market, activations joint customer, site visits and zonal meetings	One on one daily, weekly and monthly Fortnight market activations Annual conferences
Government / Regulators	Courtesy visits, formal meetings and participation in government functions/events	Frequently as the need arises
Media	One on one meetings Visits, phone calls Emails, Press Releases, Interviews.	Weekly & Monthly



## 2.2 MATERIALITY MATRIX

Table 3

Value	Impact on Stakeholders	Impact on Lafarge Africa Plc
Child Labour	3	3
Human Rights and Discrimination	3	3
Diversity and Equal Opportunity	1	3
Training and Education	4	4
Youth Empowerment	5	5
Health and Safety	5	5
Employee and Labour Relations	5	5
Environmental Compliance	5	5
Effluents and Waste	3	4
CO2 Emissions	3	4
Dust Emissions	5	5
Quarry Rehabilitation	2	4
Water Contamination	5	5
Anti-bribery and corruption	2	5
Procurement Practices	4	5
Economic Value Created	5	5



A key element of defining our Sustainability strategy involves identifying our material issues i.e. topics considered important for "reflecting the Company's economic, environmental and social impacts". We have done this through year long internal and external stakeholder consultations and dialogue. The Global Reporting Initiative (GRI) states that there should be a strong link between materiality and strategy and based on the results of our materiality process, we are able to embed our stakeholders concern into implementing our sustainable development vision.

## 2.3 OUR SUSTAINABLE PARTNERSHIPS: PUBLIC AND PRIVATE COLLABORATIONS



Our collaborative partnerships are a product of our alignment to SDG 17: Partnerships for the Goals. Our objective is to build a network driven by our memberships of Sustainable development organisations such as the World Business Council for Sustainable Development (WBCSD), the UNSDG- Fund- Private Sector Advisory Group (PSAG) and the United Nations Global Compact (UNGC).

The objective is to work towards achieving global shared goals through a combination of efforts towards development by delivering practical solutions to societal and community issues. In the process of partnership, we hope to learn about effective sustainable management, build capacity and gain valuable experiences to guide our sustainability strategy. This is an indication that our partnerships can serve as a learning mechanism that helps to achieve our company's goals.



In the results of the 2017 CDP (formerly the Carbon Disclosure Project) assessment LafargeHolcim received a score of A minus, placing the company in the CDP's Leadership band.



LafargeHolcim is a member of the GOLD Community and supports the mission of GRI to empower decision makers everywhere, through GRI Sustainability Reporting Standards and its multi-stakeholder network, to take action toward a more sustainable economy and world.



LafargeHolcim is a founding member of the Cement Sustainability Initiative (CSI) and was the Chair in 2017.



LafargeHolcim is a founding member of the Global Alliance for Buildings and Construction. The Alliance is an initiative launched at COP21, as part of the Lima Paris Action Agenda. It aims to mobilize all stakeholders, including member states and non-state actors from the Buildings and Construction sector to scale up climate actions in the sector.



LafargeHolcim, together with eight other leading companies in the cement and concrete sector, launched the Global Cement & Concrete Association in early 2018. The GCCA is a progressive new association, dedicated to developing and strengthening the sector's contribution to construction.

The association will focus on driving advancements in sustainable construction, working to enhance the cement and concrete industry's contribution to a variety of global social and developmental challenges.



Lafarge Africa Plc. is a member of the Private Sector Advisory Group and a co-chair of the SDG 11 – Sustainable Cities and Communities tasked with implementing innovative infrastructural solutions that help achieve the UN SDGS across Nigeria in partnership with the Federal Government.



Lafarge Africa Plc. is a member of the United Nations Global Compact (UNGC) and constantly incorporates the Ten Principles of the UN Global Compact into strategies, policies and procedures to establish a culture of integrity across our operations.

## 2.4 CORPORATE GOVERNANCE



Lafarge Africa Plc continues to adopt the highest standards of corporate governance, in order to achieve long-term value and success for all stakeholder groups comprising of customers, shareholders, employees, creditors, suppliers and the communities in which the Company operates.

The Company's existing practices and policies are based on Fairness, Accountability, Disclosures and Transparency which are significantly in conformity with global best practices, having benchmarked with internationally effective internal control systems.

Our Corporate Governance principles and practices are further strengthened with the adherence to the LafargeHolcim Code of Business Conduct, which articulates the values, ethics and business principles and also serves as the ethical road map for the Company, its directors, employees and stakeholders.

The Code of Business Conduct is supplemented with appropriate mechanism for reporting any concerns pertaining to non-adherence. This reporting channel otherwise known as the Integrity Line is a 24/7 whistle-blowing channel maintained by the LafargeHolcim group which guarantees confidentiality of information provided, anonymity of the reporter and protection of the reporter against retaliation. The Company continues to adhere to the provisions of its Memorandum and Articles of Association, the Companies and Allied Matters Act (Cap C20 Laws of the Federation of Nigeria, 2004), rules of the Nigerian Stock Exchange, the Securities and Exchange Commission (SEC), International Best Practices and other applicable regulations.

### ***Directors' and Other Corporate Information***

- Mr. Mobolaji Balogun - Chairman
- Ms. Sylvie Rochier -Vice-Chairman
- Mr. Michel Puchercos - Group Managing Director/CEO
- Mr. Adebode Adefioye -Director
- Mr. Jean-Carlos Angulo-Director
- Dr. Shamsuddeen Usman CON, OFR -Director
- Mrs. Elenda Giwa-Amu - Director
- Mrs. Adenike Ogunlesi -Director
- Ms. Geraldine Picaud - Director
- Mr. Christof Hassig - Director
- Mr. Grant Earnshaw - Director



## 2.6.2 ANTI-BRIBERY AND CORRUPTION

The Board of Directors of the Company in recognising the need for adopting global best practices and high standards of Corporate Governance adopted the following as its Anti-Bribery and Corruption Statement.

“Lafarge Africa Plc (the “Company”) is committed to conducting its business dealings and relationships in an ethical manner and with the highest level of integrity, in accordance with the Group’s Anti-Bribery and Corruption policies included in the LafargeHolcim’s Code of Business Conduct, as well as applicable laws;

- compliance with relevant Anti-Bribery and Corruption laws such as Corrupt Practices and other Related Offences Act of 2000 and the UK Bribery Act of 2010 regardless of the business environment we operate in.
- ensuring the implementation and enforcement of effective systems to counter the risks of bribery and corrupt practices in the form of gifts and entertainment, reciprocal agreements, favours, discounts, travel, education, donations and other forms of improper benefits for which the Company could be held liable;
- prohibiting the Company as well as third parties acting on its behalf from engaging in fraudulent acts, corrupt practices and all forms of bribery, gratification, attempting to obtain gratification, facilitation payments, and improper payments or benefits to public officials, their family members and other individuals.”

Lafarge Africa Plc commits to comply with the Group directives and applicable laws on anti-bribery and corruption as well as ensure that its business practices reflect this commitment.

## 2.5 RISK MANAGEMENT

The Board has the responsibility of safeguarding the maintenance of a sound system of internal control and risk management, and regularly receives reports from the Risk Management and Ethics Committee on the effectiveness of the Company’s risk management processes to support its strategy and objectives.

## 2.6 ETHICS & COMPLIANCE

The Company has adopted the LafargeHolcim Code on Ethics and Business Conduct. LafargeHolcim’s Code of Business Conduct ensures that all directors, officers and employees share LafargeHolcim’s commitment to conducting business with integrity, and provides guidance on how to put this commitment into practice. It also helps to ensure that we are adhering to the laws and regulations in the countries in which we operate.

### 2.6.1 CODE OF CONDUCT

The LafargeHolcim’s Code of Business Conduct also applies to how suppliers we work with conduct their business in the marketplace. We strive to ensure all suppliers behave in accordance with principles set forth in the LafargeHolcim Supplier Code of Conduct, particularly when it comes to human rights, labour related issues, the environment and anti-bribery and corruption.

### 2.6.3 WHISTLEBLOWING

The Company is committed to conducting its affairs ethically and responsibly. Unethical behaviours cost the Company money, time, human resources and can negatively affect the Company's reputation before its stakeholders.

All ethical abuses and fraud are reported through the Company's whistle blowing line. We have communicated the Whistleblowing/Integrity line covering abuse of authority and harassment to ensure that employees understand the various policies guiding ethical behaviour, and are aware of channels available to report cases. In the event of an incidence, our investigative unit comprised of certified fraud examiners is responsible for handling all cases promptly.



Speak Up...  
**IF YOU SEE SOMETHING  
SAY SOMETHING**

Report fraud, theft, bribery, abuse or any unethical behavior.

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- ▶ Did you know that 5% of business revenue is lost to fraud?
- ▶ Are you aware of any foul play or suspicious activity in the company?
- ▶ Do you know of any case of fraud, theft, bribery or abuse?

**Report via any of the following whistleblowing channels:**

<https://integrity.lafargeholcim.com>

☎ 01-460 7779



### Easy Home

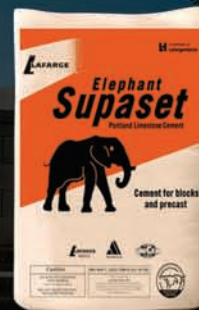
Lafarge Easy Home is an innovative affordable housing initiative that provides individual home builders with access to free designs, free bill of quantity (BOQ) trusted builders, mortgage and dedicated retailers.



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# 03

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## Our sustainability actions

### 3.1 CLIMATE

Following the roll out of The 2030 Plan, our Group targets for climate indicate that by 2030 we will produce 40% less net CO per tonne of cement than we did in 1990.

Climate protection and the reduction of CO<sub>2</sub> emissions, in particular, play a key role at our company. We have committed ourselves to do our bit to limiting global warming to no more than two degrees Celsius.





To achieve this goal, we are actively forging ahead with the development of future-oriented technologies in Geocycle and other production processes. Lafarge Africa Plc. measures CO<sub>2</sub> per plant, all data is captured in the LafargeHolcim environmental reporting iCare report and a country figure is reported.

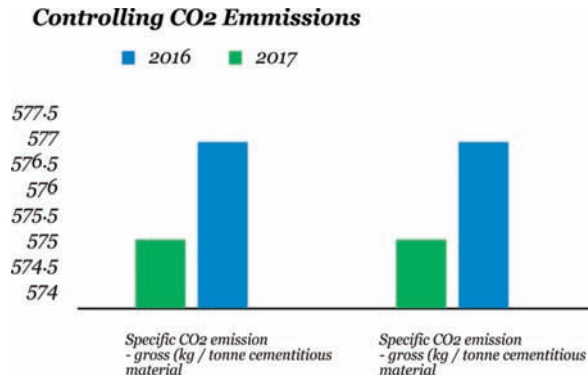


Table 4

Management Systems	2017	2016
% of sites with an EMS equivalent to ISO 14001 (cement)	60.0%	60.0%

Table 5

Co <sub>2</sub> emissions	2017	2016
Total CO <sub>2</sub> emissions – gross (million tonnes)	3	3
Total CO <sub>2</sub> emissions – net (million tonnes)	3	3
Specific CO <sub>2</sub> emission – gross (kg/tonne cementitious material)	575	577
Specific CO <sub>2</sub> emission – net (kg/ tonne cementitious material)	575	577
Total scope 1 emissions ( cement, aggregates, ready-mix and own power generation) (million tonnes)	3	4

Source: Lafarge Icare Report

We have deployed emission reduction initiatives on our plants such as: increasing the Thermal Substitution Rates (Use of alternative fuels like biomass), Management of Specific Heat Consumption, Setting lower Clinker Factor targets, Efficient Energy Mix and operations optimization.

We have a state of the art control room on all our plants that ensures air emissions relating to malfunctioning equipment are promptly corrected by our engineering team. We also engage a third party for monitoring of our emissions. Regular monitoring with the right follow up actions are sustained to enable our operations remain compliant with National and International statutory limits.

Lafarge Africa is a member of the LafargeHolcim Group which is committed to WBCSD - World Business Council for Sustainable Development as well as CSI - Cement Sustainability Initiative. We are also a part of the climate change COP21 conference. Our continuing partnerships are geared towards ensuring the achievement of the global mandate for CO<sub>2</sub> emissions reduction as well as other Greenhouse Gases (GHG).

### 3.1.1 ENVIRONMENTAL COMPLIANCE

In an effort to further place environmental protection on a firmer footing at our production facilities and achieve continual improvements in this area, we have started the process of instituting the Environmental Management System (ISO 14001.2015) standard in outstanding plants (Mfamosing and Ashaka).

All sites have been subjected to detailed environmental assessments (EIAs, Operational environmental Management Plans, Routine Environmental Compliance Audits and regular engagements with regulators at both Federal and State levels). We ensure adherence to all regulatory standards, periodic quarterly environmental reviews and several inspections have been carried out by key stakeholders and regulators across our locations such as the Ogun State Environmental Protection agency (OGEPA), National Environmental Standards and Regulations Enforcement Agency (NESREA) and the Ministry of the Environment (MOE).

**Table 4**

<b>Environmental Compliance</b>	<b>2017</b>	<b>2016</b>
Number of non-compliance cases	0	18
Fines and penalties paid (CHF)	0	7992

Further to our environmental assessments, we have comprehensively reviewed our sites for biodiversity significance. We have no species, flora or fauna that are of biodiversity significance. No species are threatened or listed on the IUCN red list.

We are complying with Government regulation to conduct Environmental audits every 3 years. At our Mfamosing plant, an audit was concluded in December 2017 for the plant and quarry. Other plants have performed audits in recent years in line with regulations.

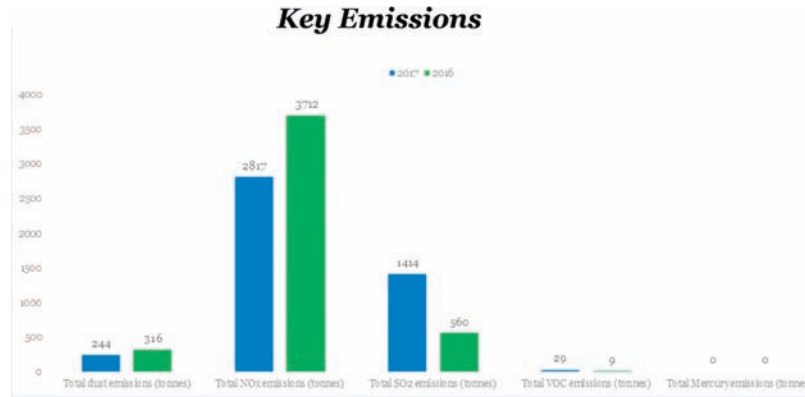
**“ Further biodiversity assessments were commissioned in 2017 for our Mfamosing site to establish concerns of new Mollusca populations. This recent review is to consider the need for conservation where such may be required ”**



### 3.1.2 DUST EMISSIONS REDUCTION

Dust may be emitted from the kiln stacks or other stacks in the cement mills, captive power plant or packing plants. The emissions are however minimized due to the installation of modern pollution mitigation equipment (bag filter houses).

These pollutant emissions are regularly measured and tracked to ensure the regulatory limits are not exceeded. We recorded **244 tonnes of dust emissions in 2017, a 22% reduction from 2016 (316 tonnes)**



Dust mitigation equipment such as bag filter houses are in all transfer points. These eliminates dust pollution to the barest minimum. There is a maintenance team on ground to always effect needed maintenance when required with support from the procurement team to purchase spares when required.

We monitor and control our Noise emission levels across the plants by ensuring modern equipment are used. A noise map has been developed and is available in all plants. Furthermore, all workers are advised to use protective noise protections (ear muffs/plugs) when working in areas identified as having high noise levels. The level of noise that requires protection is 90.5db and above.

### 3.1.3 CARBON FOOTPRINT REDUCTION

We measure and track our environmental impact across our operations. This is part of the Global standard supported by WBCSD/CSI. It is equally a fundamental part of the Group’s Emissions Monitoring and Reporting (EMR) standard. We therefore plan our operations with the aim of meeting the CO2 reduction targets.

Our key CO2 controls measures center on effectively lowering Clinker ratio, sustaining a good fuel mix (also type of fuel), Increasing our Thermals Substitution Ratio (the use of Alternative Fuels especially Biomass).

### 3.2 CIRCULAR ECONOMY

Natural resources are becoming scarce. In waste we see solutions. We're innovating and developing new, sustainable ways to use waste and creating products that live beyond their initial purpose.



### 3.2.1 CEMENT CO-PROCESSING: WASTE IN OUR CEMENT PRODUCTION

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Waste materials and by-products from other industries serve as valuable resources in cement production. We use these resources as alternatives to finite natural raw materials and fossil fuels in the production of cement, an example of this involves the use of Industrial waste in the Sagamu plant including the non-degradable parts of pharmaceutical drugs and condiment wrappers etc.

In this way, we are helping to conserve resources and reduce the problems that municipalities and industrial companies near our plants have with waste disposal. At the same time, these efforts contribute to reduction of our CO2 emissions, because the biomass which accounts for around 8% of the fuel mix is classified as climate neutral.

We are in engagements with Nigerian beverage industries and the Lagos State Government to utilise their waste such as expired goods (food and beverages) in our production process. This creates a closed model that will reduce the impact of waste being incinerated in landfills across the country.

### 3.2.2 RESOURCE MANAGEMENT

---

Raw materials are sourced locally from our mines through quarrying operations and the overburden removed and used for land reclamation after the mining phase.

There is an active biodiversity plan for afforestation of affected mining areas. In Mfamosing we have started the site clearing process prior for planting trees while considering economic trees to serve a dual purpose for the environment and profitability.

Our strategy for the future for resource conservation involves the use of alternative raw materials in our cement production which represents a cheaper alternative to traditional components. Water management is playing an increasingly important role in improving the overall efficiency and cost reduction of our business operations as well.

### 3.2.3 ALTERNATIVE FUELS

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Our Geocycle function is driving the use of alternative fuels in our Kilns. The main concentration is biomass (agricultural waste) which beyond utilising resources that have been tagged as waste also acts as a tool for empowering local communities. This is aligned to our circular economy model which seeks to eliminate waste in production to ensure reuse.

In 2012 we began using materials such as palm kernel shells and sawdust for alternative fuels in our south western plants.

Local villagers of which we have empowered over 300 local farmers are contracted to gather the palm kernel shells, clean them, load them in a sack and transport to the factory which directly translates to local business empowerment. Biomass has been used since 2012 and 2016 in Sagamu and Ewekoro 1 respectively.

Beyond cost reduction, we also believe the use of alternative fuels prevents the burning of waste thus decreasing pollution.

This has led to increased use of Alternative Fuels at **almost 45% of energy resource in Ewekoro 1 and 35% in Sagamu** – Our pioneer plants for the Geocycle model. We also recorded a 5% increase in our Thermal substitution rate from using Alternative Fuels in our energy production - **from 4% in 2016 to 9% in 2017**. All other plants are in the early phases of adopting the Geocycle plan with customised waste options across each region ranging from tyres, plastic, municipal waste and industrial waste.

### 3.3 WATER AND NATURE

Water shortage is one of the challenges our planet faces. So, it is our mission to reduce the amount of freshwater we withdraw from nature and re-use where applicable. We are driven to ensuring the preservation of biodiversity ecosystems around our plants.



### 3.3.1 BIODIVERSITY

We only extract worthwhile deposits if they can be exploited in an environmentally compatible and economical manner. Before making any decision concerning the development of a new quarry or the expansion of an existing one, the company first conducts an extensive approval process in line with the corresponding laws and regulations.

This process includes an environmental impact assessment and biodiversity studies.

We seek to ensure that the ecosystem is not disrupted and in the event of such, these disruptions are kept to a minimum or can be reduced by means of corresponding compensatory measures.

Biodiversity is embedded in our environmental policy. There are currently country wide Quarry Rehabilitations going on across our sites. The Ewekoro and Sagamu Plants are currently planting Acacia and Eucalyptus trees as a function of our Biodiversity plan with plans to engage in further afforestation of more economic species.

**Table 8**

<b>Biodiversity</b>	<b>2017</b>	<b>2016</b>
Total number of quarries	6	6
Quarries with rehabilitation plan in place	100%	40%
Total ha of rehabilitated areas	505ha	503ha
Quarries with the high biodiversity value ( Number)	0	0



Lafarge Africa Plc. has an Environmental Management Plan in place to guide day to day operations, all our plants have either attained or have plans to attain the EMS 14001: 2015 certification. We ensure all site operations are carefully examined by all classes of regulatory agencies with reports prepared and shared with all stakeholders as a function of our community relations.

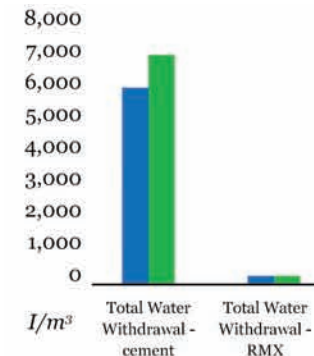
We continuously engage our host communities to ensure there are no complaints on negative impacts to local wildlife. Our Mfamosing Plant is a testament to ensuring the continuity of wildlife, it is built in the middle of dense vegetation with insignificant impact on the ecosystem and this ensures minimal disruption to wildlife that may be currently occupying these areas.

### 3.3.2 WATER MANAGEMENT

The sources of water around our plants are natural from ponds created to contain dewatering activities from the quarry. These ponds collect rain water, surface runoffs and dewatering activities from our quarry. 47% of our plants have a water recycling system deployed.

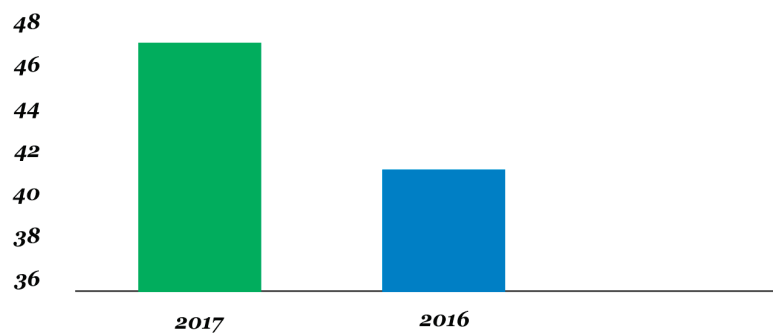
In recent years, we have also introduced a water reporting system at all of our company’s cement plants. As a result, we have been able to report reliable consumption figures across our operations. Our installed flowmeters track our water use and output across areas on our plants with the aim to develop comprehensive reduction measures. Our production model is a closed reusable system which ensures we are only using what we require.

#### **Water Management**

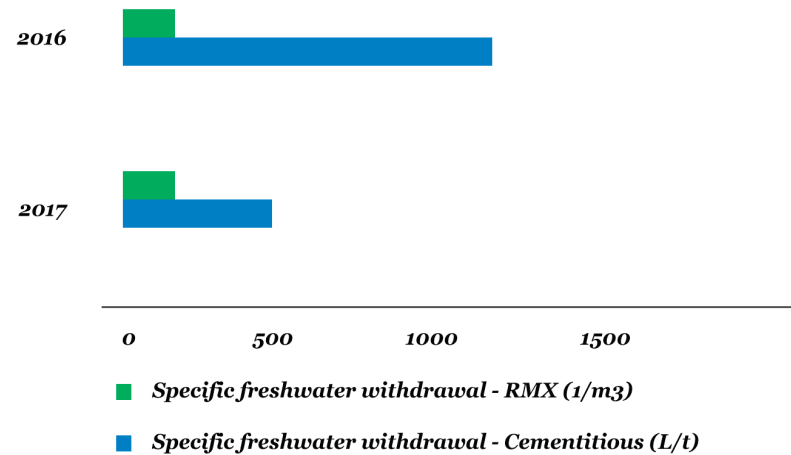




**Sites equipped with a water recycling system  
(% of total sites)**



**Water Withdrawal**

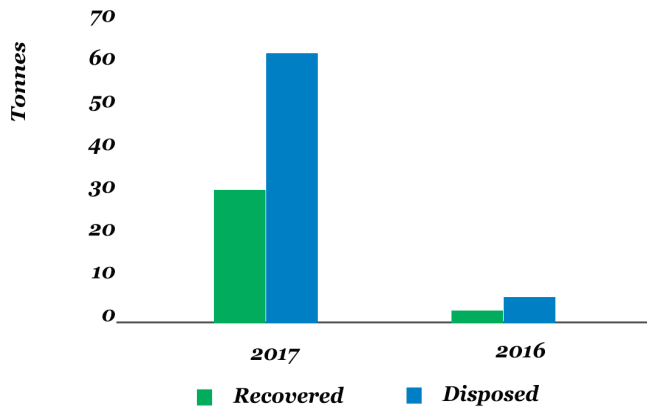




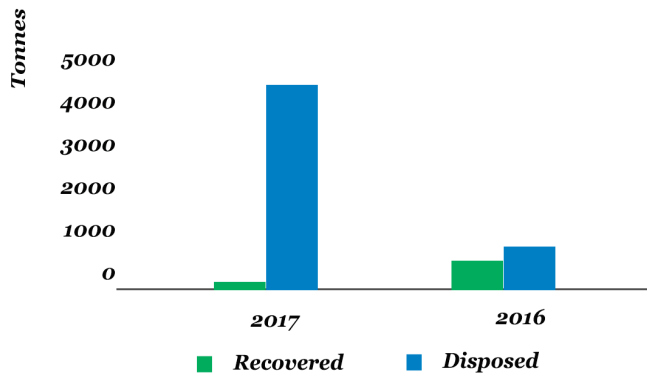
## Waste and Recycling

### 3.3.3 MANAGING OUR WASTE

**Quantity of Hazardous Waste**



**Quantity of Non Hazardous Wastes**



Our waste management approach is focused on ensuring robust waste management techniques with treatment for hazardous waste in line with the EMS ISO 14001 certifications which guides all our plants.

In Ewekoro and Sagamu plants, OGEPA - Ogun State Environmental Protection Agency accredited agents dispose of our waste in government waste dumps. Waste is segregated in skips and periodically the OGEPA agent visit the plants to evacuate. We have sorting facility where scraps are sorted and bought by community scrap buyers.

Medical waste, Chemical bottles from the lab, radioactive sources, scrap metals, wood, production waste, domestic waste (canteen), packaging etc. Hazardous waste from the clinic are incinerated (in Mfamosing Main clinic) and in kilns and on-site locations. Radioactive waste are directly disposed by the manufacturer with due approval from the appropriate government agencies.

Our disposed metals are sold to community vendors, while site generated domestic wastes are landfilled in some plants and taken away to Government approved landfills. The increased quantity in Non-hazardous waste between 2016 vs 2017 was attributed to the total cleanup of the new line in Mfamosing after commissioning.

There are operational sewage treatment plants with chlorine tanks for treatment, individual plants have their effluents sampled in-house and by third party consultants covering selected chemical parameters.



### 3.4 PEOPLE & COMMUNITIES

Rising populations and urbanisation are effecting the way we live and work. We have continued to build our operating model around Health & Safety with a focus on zero incidents. We're also making a difference providing our host communities' safe, and decent shelter, as well as infrastructure development/support.

Our employees remain our most prized assets and as such we place a premium on our people through diversity, openness, and inclusion programmes, while taking a stand against harassment and other occupational inequalities.



### 3.4.1 HEALTH & SAFETY

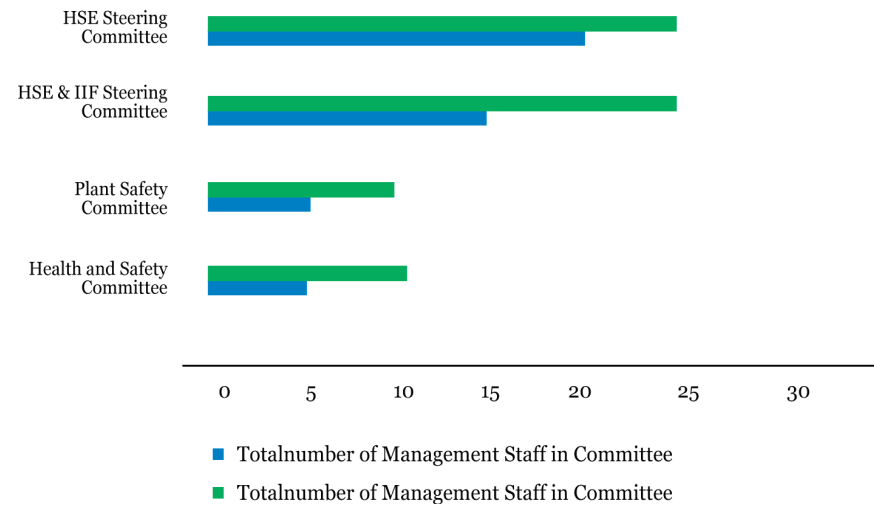


In Lafarge Africa Plc, Health & Safety is our overarching value and is at the core of all that we do. In 2017, significant progress was made with the initiative to imbibe health and safety as a core value for every employee, contractor and stakeholders we interact with as a business. We have continued to make progress with the implementation of the Health and Safety road map to transform Lafarge Africa Plc to a business that operates in a way that is incident and injury free. The goal remains to create a business where our products are manufactured and delivered to our customers with zero harm. Put simply, to operate in a way that no person is injured or negatively impacted by our business operations.

There is a mandatory H&S induction for anyone coming into our plants – including employees that have been on leave for a period of over 3 weeks. Each plant has a dedicated committee for our IIF (Incident and Injury Free) program. Trainers go through a week-long training and the rest of the employees have 4 hours training a minimum of twice a year. Our H&S training plan focuses on four pillars areas which are: Confined spaces, Work at height, Energy in isolation and Mobile equipment.

There are quarterly drills on emergency preparedness performed at all our locations with the response plan clearly communicated to all staff.

#### Health and Safety





Also in engaging with our end users, making sure they are aware of the health and safety risks involved in the production of Lafarge products is imperative for us, End users e.g. block makers, project sites employees are trained on site free of charge on not only use of cement but also on key health and safety knowledge with certificates of attendance issued to participants since June 2017. Prior to being a licensed contractor, we require our contractors to have a safety officer with a minimum of an Institute of Safety Professionals of Nigeria certification (ISPON) - Lafarge Africa Plc. is a corporate member of this organisation.

To consolidate this safety culture, in 2017 a strong focus was given to Logistics Safety, with emphasis on skills and establishment of structured systems to mitigate the risks associated with transporting our goods to our customers on the roads. A stronger modernized fleet of trucks with the latest safety features was introduced, more structured and focused driver trainings, assessment and certification going beyond the traditional defensive driver training was started to improve the driving skills and change drivers' behaviour.

In tandem, the use of technology to monitor and give drivers and transport operators real time feedback on drivers' performance was introduced. Across the Company's operations, health and safety leadership skills were developed to create increased ownership and accountability.

At our plants, capacity in technical safety was further developed with certified trainings in critical high risk areas such as scaffolding erection and inspection, working at heights, fall arrest rescue and basic life support (First Aid) as well as general trainings to all workers and contractors to anticipate hazards, assess risks and mitigate personnel exposures.

Health and Safety engagements with our host communities continued in the year, two thousand (2000) school children were briefed and issued with high visibility clothing as part of a road safety awareness campaign, motorbike associations around our operations were engaged on safe driving and awareness session with crash helmets donated to them. The company's clinics also provided consultations and medication to members of our host communities.

The annual Health & Safety days in 2017 were themed around "Stop Unsafe Work" with engagements and activities occurring at all facilities, manufacturing sites and in our communities to mobilize the teams to take actions in situations where persons are exposed to potential risks. The engagement sessions included coaching, sharing of knowledge and experiences. These are all in alignment with the Company's vision.

In our bid to ensure the highest levels of compliance, there are 17 new Group-wide compliance standards which cover site environmental audits and HSE management. There are dedicated core teams that perform inspections monthly with an additional peer review to ensure adherence at all times.

LIFE, a programme targeted at frontline supervisors, was launched in March 2017 with the objective to equip them with skills and competencies that could help them lead teams in a safe, effective and sustainable manner. Each participant was attached to a coach and charged with the delivery of a health and safety project that impacts the plant operations directly.

### 3.4.2 TRAINING AND DEVELOPMENT



Lafarge Africa is constantly making efforts towards up-skilling our staff in line with our focus on people development. We continue to equip our employees with both technical and management skills to hone competencies and build capacity for a sustainable future. Ensuring that we have qualified and motivated employees is key to our long-term success and so our learning and development approach utilises a mix of interventions including on the job learning; coaching and mentoring; technical development programmes; formal classroom training and E-courses. This ultimately gives all

employees, across all cadres, the opportunity for development and the platform to understand and prepare for responsibilities and jobs required to effectively function in their current roles and prepare them for future opportunities.

#### Development Initiatives

To help drive some of our key business goals for the year, programs focusing on commercial and sales excellence,

development of cross-functional managerial skills (for new and existing managers); mentoring, coaching for performance and succession are being run regularly. In addition we offer several personal development programs aimed at providing our employees with skills to manage their personal finances, improve their well-being, and make informed decisions on their personal investments, savings and life style choices.

Our focus on mentoring & coaching and other on-the-job activities have resulted in several career moves, short term assignments and opportunities for employees to build their capabilities in current roles, develop new skills, broaden their scope and build experience within the organization.

To help deepen the strength of technical expertise and further grow the capabilities of our local talent in this area, the development of staff registered on technical certification paths was a key focus this year.

We reviewed our certification programmes for Central Control Room Operators (CCRO), Maintenance Inspectors and Planners to make them more relevant to the needs of the business and this has been essential to industrial performance and overall business results.

In all, we recorded over 366,913 training hours across all cadre of employees during the year under review.



### 3.4.3 GENDER EQUALITY AND DIVERSITY

At Lafarge Africa Plc., we recognize that a mix of people across gender, sex, age, race and ethnicity who contribute differing points of view and opinion are crucial to workplace success.

We have made considerable progress towards improving our diversity quota with 25% of the Board and 19% of senior management being female. Our recruitment plan for 2017 had 25% geared towards women. We also have women in our plant leadership teams as part of our effort aimed at ensuring we build camaraderie across all cadre of women employees.

We ensure that our female staff are not disadvantaged within our work environment as a result of our work practices. Our policies allows for a three-month paid leave (annual leave exclusive) for expectant mothers and female staff members do not work night shift in compliance with applicable labor laws.

As part of fostering a flexible working culture for parents within our organization, we support our new mothers and fathers with subsidies for their children in crèches close to the offices. We also have paternity leave for our male employees.

Our parent friendly policy is also evidenced in an impressive 100% Return-to-work rate for our employees that went on parental leave in 2017.

On March 8, 2017, Lafarge Africa joined millions of women all over the world to celebrate International Women's Day themed "Be Bold for Change". Working with external

facilitators, we celebrated female employees and challenged them to be bold and own their personal and career development. Events of the day were tailored towards inspiring women to be bold in their chosen fields of endeavor across all our operations.



Ashaka Plant



International women's day



#### Physically Challenged Persons

We provide employment opportunities to physically challenged persons bearing in mind the respective abilities of the applicants concerned. In the event that an employee becomes physically challenged while in the employment of the Company, every effort is made to ensure that their employment with the Company continues and that appropriate training and support is given to them. The Company currently has one physically challenged person in its employment.

### 3.4.4 JOB CREATION

Unemployment among young people remains a significant challenge in many of our markets. We seek to address this issue by offering enterprise education at our training centres for artisans and third party contractors. We also offer internships in our business functions and this provides opportunities for young graduates to understand business in a holistic way and participate in key projects to develop both professional and leadership capabilities.

The Cement Technicians Development Programme (CTDP) is a program which features qualified secondary school leavers, enrolled into a 3 year all-expense paid programme. This programme builds our technical pipeline, engages young school leavers in the communities where we operate and provides employment opportunities for them. We also provide technical training at the Lafarge Africa Training Centre (LATC) at Ewekoro, Sagamu, Mfamosing & Ashaka plants to upskill employees of our third party contractors across various technical areas.

### 3.4.5 EMPLOYEE ENGAGEMENT



Lafarge Africa continues to strengthen its commitment to building a culture where employees are aligned with corporate objectives and are able to perform optimally.

In 2017, several programmes were implemented to foster a culture that promotes frequent interaction and accessibility across all levels of the organisation. Some of these are regular engagement meetings with teams, individual check in sessions and team retreats.

These programmes were designed to strengthen the integral communication structure of the business thereby providing clarity on business direction, increasing participation and involvement of employees in business improvement drive and encouraging innovation and creativity of our workforce.

The Lafarge Sports Day which was held in August 2017 across all locations provided a platform for interaction and bonding amongst employees and their families. These events were filled with fun activities for employees and their children, and had in attendance the Country CEO and other members of the ExCo at the grand finale in Lagos.



▲ Employees' Sports Day celebration

Finding and nurturing great talents is our goal ▶





### 3.4.6 PROCUREMENT PRACTICES

Our social, environmental and governance expectations of suppliers are built into our procurement processes. We have a Group procurement Policy, which defines the principles and behaviours of everyone involved in procurement to ensure fair, safe and responsible conduct. Our Sustainability embedded contracts assist our sourcing managers to understand and mitigate any adverse social and environmental impacts of our procurement activities.

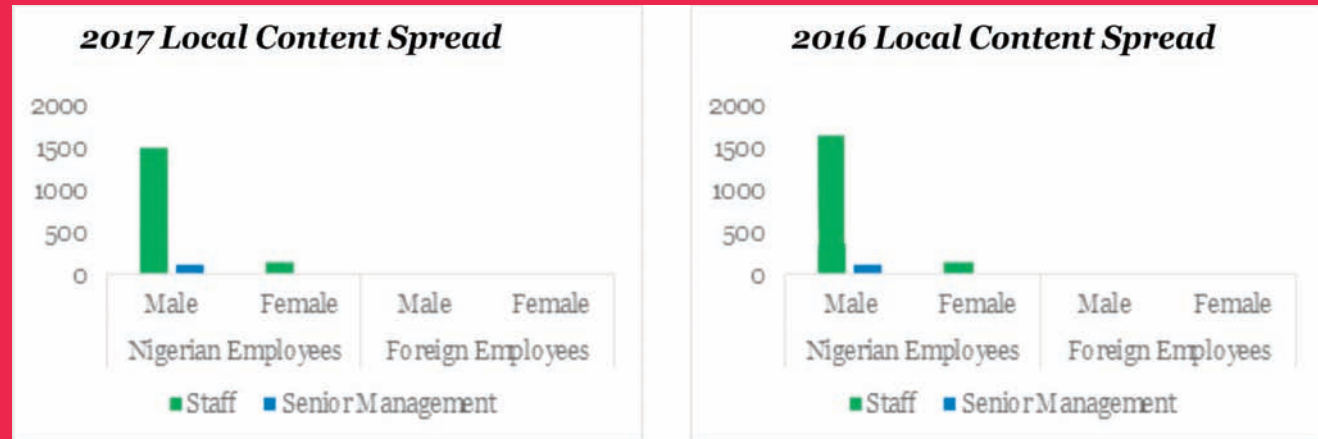
We have developed a dedicated sustainable procurement strategy with a defined focus on ensuring high standards of supplier ethical conduct. This strategy is focused on ensuring in our interactions with our suppliers, we align them to our policies around Health & Safety, Anti-child labour, environmental compliance and Anti Bribery & Corruption.

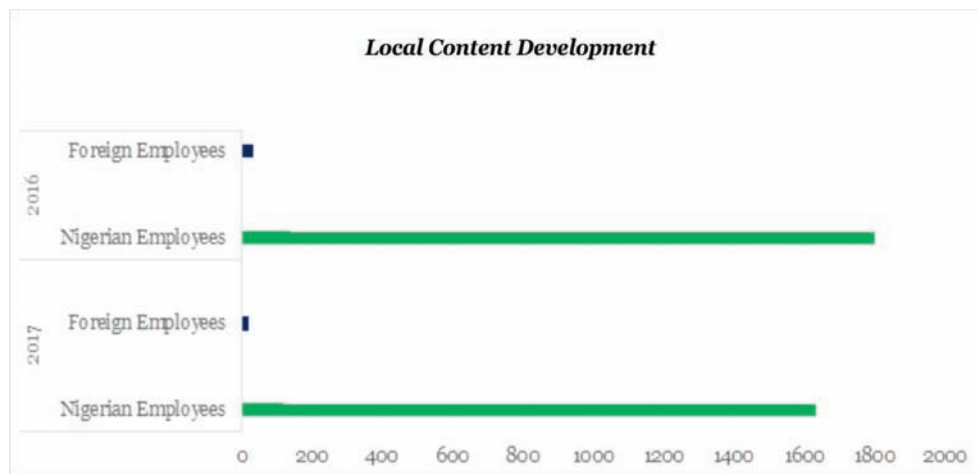
Our suppliers are regularly engaged with questionnaires to elicit concerns they might have around our operations or requirements as well as highlight their expected compliance requirements. There is a 2-day awareness session prior to completing the questionnaires which elaborates our compliance requirements across our Sustainability pillars and the role they are expected to play.

### 3.4.7 LOCAL CONTENT DEVELOPMENT

Ensuring knowledge transfer and buildup of local content across services and capacity is a key focus area for Lafarge Africa. We endeavor to source our production materials locally such as Coal and Gypsum as well as ensuring our procurement network drives growth for local businesses. **We employ over 1608 Nigerians directly with an additional 3000 jobs created via our supply chain.**

In our day to day operations, we ensure adequate knowledge transfer to our local talent and are recording a





*“We employ over 1608 Nigerians directly with an additional 3000 jobs created via our supply chain.”*



Project team on road construction

### 3.4.8 TRANSPORTATION AND DRIVER TRAINING

Our Lafarge Africa driver training center focuses on training our drivers on defensive driving techniques and best practices on road safety. We also train potential drivers in communities where we operate before integrating them into our transportation fleet.

We utilise the five pillars audit tool to audit contractors to make sure they are improving in the area of road safety – this rating system helps rank our contractors to ensure improved adherence to safety as a requirement for work. We hold monthly contractor safety committee meetings to elicit concerns and challenges relating to their operations. Incident reporting is encouraged, employees are compensated for reporting incidents as a preventative method and this contributes to our root cause analysis.



***We have combined training programs with the Federal Road Safety Corps (FRSC) for our drivers to embed an understanding of Nigerian regulatory requirements for driving safety as well as established best practices in emergency situations.***

### 3.4.9 HUMAN RIGHTS

Our human rights standards embedded in our code of conduct guides the way we treat our employees, promote a culture of respect with our customers and suppliers, and contribute to the communities in which we operate.

Our policies take into account the United Nations (UN) Guiding Principles on Business and Human Rights. Our approach includes support of the United Nations (UN) Global Compact as well as the Global Reporting Initiatives (GRI) Standards.

Specific business and functional areas have responsibility for ensuring we have policies and systems in place to identify and manage our human rights impacts. For example, the Legal and Compliance unit and Internal control Department play an important role in the identification and remediation of human rights issues in our business dealings.

We have a clear mechanism in place for internal and external stakeholder to raise issues, and in 2017, 32 grievances were filled through formal grievance mechanisms and 50% were resolved in the same year. We have also put mechanisms in place to effectively manage crisis/conflict amongst our staff members.

We provide training and education on our standards to employees in key business areas. We also work with other stakeholders – including customers, business partners and suppliers - to encourage their support for our approach and standards.

### 3.4.10 STAFF VOLUNTEERING - FRIENDS OF THE COMMUNITY (FOC)



Friends of the Community (FOC) donating food and toiletries to local communities

Friends of the Community performing environmental sanitation during the World Environmental day in Mfamosing

The Lafarge Africa 'Friends of Community' is the company's employee volunteering initiative. Employees are allowed to dedicate working hours to execute various community programs.

In 2017, employees dedicated over **854 hours to societal improvement projects** such as literacy engagement sessions with primary school pupils, Climate change initiatives with focus on tree planting, health and safety community awareness campaigns, and employee donations to developmental causes.



Presenting school items to the Head Teacher in Sotubo Community, Sagamu

Engaging the elderly on managing health risks in Mbobui community, Cross River state



Lafarge Africa Friends of Community (FOC) in a reading session with pupils

Employee Volunteers after a reading session in a public primary school in Lagos

### 3.4.11 COMMUNITY DEVELOPMENT INITIATIVES

Good cooperative relationships with the communities in the areas where we are active are indispensable for our business operations. By building business contacts, capitalising on local know-how, and maintaining a dialogue with our neighbors we can ensure the long term survival of our operations.

We contribute to and invest in the communities in which we operate to support growth and development, improve wellbeing and build reputation and trust. Our CSR spend on diverse

social investment programs and initiatives for the year 2017 was valued at 661,627,952 Million which is 8.4% of our operating profit. This directly impacted over 450,000 beneficiaries across Nigeria.

Our CSR spend is influenced by inputs from our Community Relations Council meetings which determine what projects we implement relative to the CSR budget and our focal corporate responsibility pillars. We have a clear policy to perform due

diligence on organisations being donated to as part of our compliance process.

Our Social citizenship strategy is focused on four thematic areas

- 1 Education,
- 2 Health and Safety,
- 3 Economic Empowerment (Youth Women) and
- 4 Shelter and Infrastructure.

#### 3.4.11.1 EDUCATION

Our investments in education vary from provision of bursary awards to furnishing of classrooms, as well as renovation and construction of classroom blocks across the country.

In the Southwest, we renovated blocks of classrooms in Akinbo, Itori, Ojumele, Papalanto, and Ogjo communities among others. In the North, we renovated classrooms in communities including Bajoga and Kayelbaga communities in Gombe state. Likewise in the East, we renovated blocks of classrooms in Mbobui, Akansoko and Mfamosing communities.



A newly constructed block of classrooms in Akinbo Community, Ogun state



Bursary and school materials provided for secondary school students in Cross River state



Renovation of class rooms and donation of furnitures at Bajoga South, Ashaka, Gombe State.



Presentation of cheque to bursary awardees in Ewekoro by the CCEO & CPA&SD Director



Training for journalists organized by LAP and School of Media and Communications, Pan Atlantic University

## Developing Children for a Better Nation through Literacy – SDG Goals

For the fourth year in a row, Lafarge Africa has been complementing the Nigerian government’s efforts to improve education at the primary level with the Lafarge Africa National Literacy Competition.

In 2017, 202,890 public primary school pupils were impacted across 544 Local Government Areas of Nigeria. Based on evaluation, approximately 88.57% of pupils are able to pronounce words better, 81.9% could spell better than before the event, and 87.6% learnt new words. In addition, 82.85% of the students revealed that the competition has instilled in them more interest in school work and learning.

The theme ‘Bridging the Literacy Gap Together’ was evident at the grand finale of the 4th edition which held on November 16, 2017 which had hundreds of pupils, government officials, representatives from national and state education agencies, the Board and Management of the company, and keynote speaker Dr. Oby Ezekwesili, former Nigerian Minister of Education and World Bank Vice President in attendance.

A total of NGN1,800,000 was given to the 12 finalists as scholarship funds to be administered in Trusts by Stanbic IBTC Trustees. This is in addition to other educational support items given to the individual pupils and their schools.



The finalists with Dr. Oby Ezekwesili, CCEO Michel Puchercos, Chairman Mobolaji Balogun, representative of the Minister for Education, Director-General of Universal Basic Education Commission and other esteemed guests



Country Chief Executive Officer, Michel Puchercos and Chairman, Lafarge Africa Plc. Mobolaji Balogun present trophies to first place winners, Toun Agbai-Faith and Hassan Yesufu of Edo state



Keynote Speaker, Dr. Oby Ezekwesili speaks to the media after the Competition.



### Winners of the 2017 Lafarge Africa National Literacy Competition

### 3.4.11.2 YOUTH AND ECONOMIC EMPOWERMENT



Overview of participants at the 4th edition of the Lafarge Africa National Literacy Competition



The winners with employee volunteers, the Lafarge Africa Friends of Community

Lafarge Africa Plc. creates socio-economic opportunities for young and middle-aged indigenes to create and earn a sustainable living thus impacting the economy of the respective host communities. Interventions in poverty eradication include:

- I. Vocational skill development
- ii. Provision of tools such as sewing machines, grinding machines, motorcycles and tricycles etc. to trained individuals
- iii. Entrepreneurial training for individuals to start small and medium scale businesses.

In the Southwest, we also launched the Cement Professional Technician Program (CPTP), recording a total of 15 participants across the entire Nigerian operations to equip young science oriented school leavers for a career in engineering and cement manufacturing.

In Ashaka and Mfamosing, we trained hundreds of youths on skills such as: masonry, electrical installation, welding, carpentry and tailoring. 35 young people were also sponsored for a 3-year Artisan Training program. Graduates from both initiatives are paid monthly allowances and equipped with starter tool boxes.



Provision of starter kits to artisans under the Project Employability scheme in Ashaka



Beneficiaries of entrepreneurship training from Mfamosing Plant host communities



Courtesy visit to the new Akarigbo of Remo Kingdom by the CCEO, Michel Pucheros. With him are the Sagamu Plant Manager, Peter Anagbe and head of the Sagamu Community Development, Olotu Omoba Oyedele and others.

### 3.5 SOCIAL INVESTMENTS: COMMUNITY TESTIMONIALS

Lafarge Africa Plc continues to strive towards socioeconomic value which ensures that all community intervention projects are in alignment with the UN Sustainable Development Goals (SDGs) and the LafargeHolcim 2030 Plan across our four pillars: Climate, Circular Economy, Water & Nature, and People & Communities.

These social investment programs and initiatives have continued to make significant positive impacts in the benefitting communities, and have relatively contributed to an improved standard of living and increased opportunities in areas such as inclusive business, employment, shelter/infrastructure, health & safety, community environment, and education.



#### Testimonials from Community Stakeholders on CSR Projects at Ashaka Plant, Gombe State



“...We are also happy about the fence Lafarge built because it makes our school more secure. We can now monitor our pupils and control the movement of people into our school. The furniture and classrooms have also been very helpful. It is a good project that Lafarge has done for our school”

**Nura Adamu** - Head Teacher, Sangaru Primary School, Funakaye Local Government



“The classrooms have had a huge impact in the school. The floor tiles are so beautiful. The tables and chairs and boards are of high quality and the building structure is of high standard. We really like it and hope for more.”

**Abdulaziz Usman** - School Teacher, Bajoga South Primary School



“This road is a lot better than it was before Lafarge came. The difference is clear. It used to take us about 30 minutes to transport our farm produce to the market, but now, it takes 5 minutes or less. It really helps our business”

**Isa Nadiye** - Kobuwa Community



“Some of our pupils stay under the shade of a tree. The classrooms will make the students more comfortable.”

**Barnabas T Garba** - Chairman, Maiganga Community Development Association



**Testimonials from community stakeholders on CSR projects at Sagamu, Ogun state.**



The scholarship program now allows more of the youth to get access to education, we hope for opportunities to be a part of the workforce at the cement plant to be offered to our youth to reduce the crime rate. You people should keep it up.

**HRM Clement Ekpe Emayip** - Paramount Ruler of Akamkpa LGA  
Community Scholarship Program

I so much like the project. We don't even have to wait to get electricity before we can pump water. It is a good way to address the water challenge we face. We look forward to the launch of the project.

**Mr. Otang** - Community Resident  
Construction of a solar powered borehole in Ekong Anaku

"The renovation has made our school look better and more conducive for learning. The students and teachers are very happy about this. I hope to see more projects like this from the cement company around here"

**Mr. Bartholomew Ogbe** - Youth Leader of Mbobui  
Renovation of Classroom block at Mbobui



**Testimonials from Community Stakeholders on CSR Projects at Ewekoro, Ogun State**



“I want to say thank you to Lafarge for helping us make this hospital standard. At least people in this area can now have a closer option of hospital, instead of going to a far distance”

**Dr. Nchege** - Resident Doctor  
 Provision of furniture and amenities to Community Health Centre Laboratory at Ajegunle Egbado



“We are happy about the road Lafarge did for us. Before now, we had challenges moving and performing our economic activities, especially when there is rain. The gutter (drainage) they did also help us control flood on the road. What they (Lafarge) did is a good thing.”

**Musiliu Oyebola** - Community resident  
 Construction of 100 meter long reinforced road and drainage



“The previous environment was inhabitable, this has improved our living conditions significantly for including our commercial and even domestic purposes.”

**Mr. Ibrahim Suleiman** - Community Resident  
 Resettlement of Oke-Oko bankole community

### Testimonials from Community Stakeholders on CSR Projects in Sagamu Plant, Ogun state

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“We appreciate Lafarge for showing interest in the education of our community, by helping to make these classes standard. This is a good investment into the future of our children. We appreciate this and hope to see more”

**Mrs. Afolabi** - School Teacher  
*Renovation of a block of 4 classrooms at Sokoya Memorial Wesley Primary, School, Makun, Sagamu*

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“This bridge is very important to us. It even helps to save lives. Without the bridge it is always risky to cross over the river has led previously to drowning. When Lafarge came to do the bridge, we were very happy because we need it and it will be very useful for our community”

**Mr. Abolade** - Community Resident passing through the bridge  
*Construction of Pedestrian bridge over river Ibu at Sanyindo*

---



We completely welcome this hospital project. More people in the community can now easily gain access to healthcare services. This is very important to many people here because they can now benefit from a hospital close by.


**Mrs Alabi** - Head Nurse  
*Construction of 14 bed Community Health Centre*



- *Supa Strong*
- *Supa Smooth*
- *Supa Quality*



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04

Our contribution to creating  
a sustainable future

## 4.1 GEOCYCLE: POWERING THE FUTURE WITH WASTE



Geocycle is the waste treatment and management activity of the LafargeHolcim Group with global network present in more than 50 countries on all continents. Geocycle services preserve natural resources and play an important role in reducing the carbon footprint of the Group's manufacturing plants.

Lafarge Africa Plc. officially launched the Geocycle brand which had started pre-operations in 2017. Geocycle Nigeria is Nigeria's first full-fledged alternative fuel business, and Lafarge Africa Plc. is the only company in Nigeria that burns biomass as an alternative fuel on a large scale. Therefore, the launch of Geocycle Nigeria is a demonstration of Lafarge Africa's commitment to Circular Economy as part of the LafargeHolcim sustainability strategy - The 2030 Plan.

In 2015, the Company commissioned its biomass feeding system as a result of a deliberate decision to attain fuel flexibility in its operations. In reality, this decision was also a kick start to becoming the biggest private sector contributor to sustainable production, waste management and reduction of air pollution in Nigeria.

Our ambition is to reduce our dependency on fossil fuels and transform waste into resources in our production processes. Our adoption of the Geocycle brand will demonstrate our global strength, differentiate us from competitors and enhance customer loyalty. As our Geocycle business grows, we contribute to cleaning our cities, maintaining the health of our people and creating jobs.

Geocycle...for a zero waste future.

## 4.2 AFFORDABLE HOUSING



Our affordable housing initiative, Lafarge Easy Home has, since its launch in 2013, continued to bridge the housing deficit in the country by providing safe, efficient and innovative housing solutions to meet the needs of our customers and offer value to stakeholders. The initiative is premised on three pillars: Housing microfinance, Mass housing and providing Soil Stabilized bricks.

Our efforts to improve on the scheme (microfinance support is now accessible at Accion Microfinance Bank, AB Microfinance Bank and Letshego Microfinance Bank in addition to LAPO Microfinance Bank) have yielded results; over 45,000 beneficiaries in 10 states across Nigeria have been impacted.

### *Promoting Sustainable Construction for a Better Society*

We continue to partner with industry stakeholders to promote global standards in construction in Nigeria. Lafarge Africa Plc. partnered with the Council for the Regulation of Engineering in Nigeria (COREN) for the research and development of Nigeria's first Concrete Mix Design Manual which was launched on the 8th of August in Abuja.



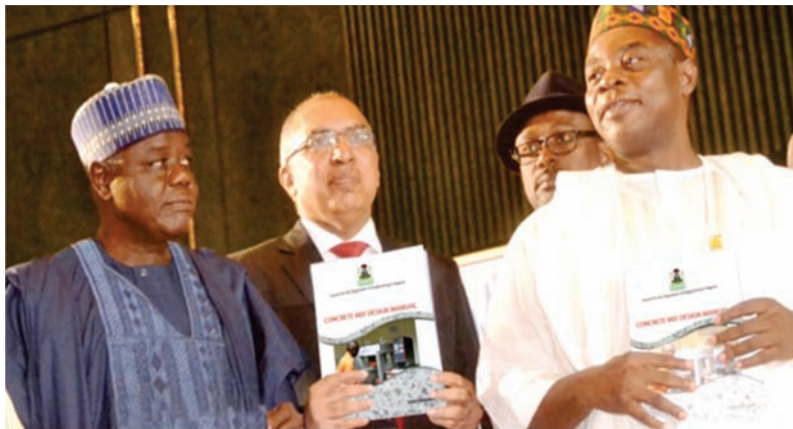
Chairman Mobolaji Balogun with Minister for Power, Works and Housing, Babatunde Raji Fashola with the CCEO, Michel Puchercos.

Education and awareness campaigns have also been intensified for Nigeria's built sector with over 5000 block makers, bricklayers and other artisans trained. 75 Nigerians were also shortlisted as finalists in the global LafargeHolcim Sustainable Construction Awards.

### 4.3 CONCRETE MIX DESIGN IN ASSOCIATION WITH THE COUNCIL FOR THE REGULATION OF ENGINEERING IN NIGERIA

The Technical team from Lafarge Africa Plc. Comprising Engr. Bukola Adebisi, Mr. Vipul Agrawal and Engr. Femi Yusuf worked with a team of Engineers from the Nigerian Society of Engineers, Julius Berger Nigeria Plc. and the Council for the Regulation of Engineering in Nigeria (COREN) to design the first of its kind Concrete Mix Design manual.

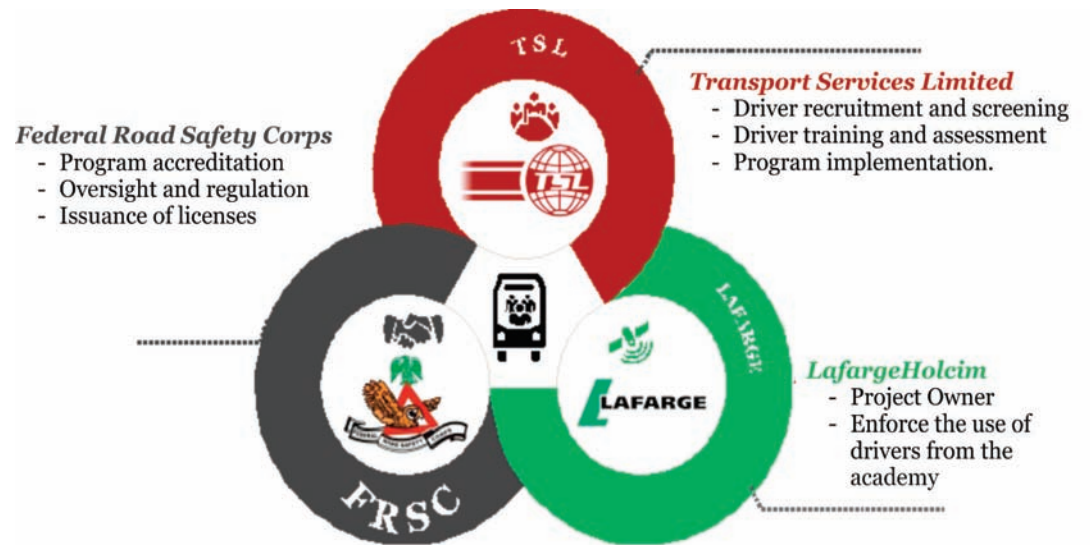
The Manual solves the problems of reliance on foreign manuals which have differing environmental conditions from Nigeria. The Council for the Regulation of Engineering in Nigeria (COREN) has made it mandatory for all companies to use this manual which serves as a further step in developing indigenous codes and standards that further the construction industry in Nigeria.



In September 2017, we also hosted industry stakeholders including the Honourable Minister of Power, Works, and Housing to a Road Summit where deliberations were held on the economics of innovative road financing in Nigeria.

### 4.4 LAFARGE DRIVING INSTITUTE

Lafarge Africa LPC established the Lafarge Driving Institute (LDI) in 2017 at Calabar with the aim of addressing the competence gap in HGV Drivers in Nigeria and empowerment for the people in the community who may consider driving as a career. The institute was established and managed in collaboration with Transport Services Limited (Strategic Transporter with Lafarge) and the Federal Road Safety Corp (FRSC). Lafarge being the project owner provided the facilities and office space for the school, TSL manages the driver's training, assessment, recruitment and screening. FRSC provides the oversight and regulatory function, program accreditation and issuance of licenses.



The program runs for 18 weeks and is implemented in five stages. The fifth stage produces successful graduates of the institute who are absorbed into the workforce. In 2017, Seventy two (72) drivers were admitted with sixty sVx (66) successful and thereafter given employment.

In addition to the driver's induction conducted at Lafarge Facilities on periodic basis, Lafarge Africa Plc implemented an annual Defensive Driver's Training for all drivers. Lafarge adopted the AEGIDE Defensive Driver's Training at the 3rd quarter of 2017. The AEGIDE training was adopted to replace the initial 12 Module Driver's Training because it's one of the most industry recognized modules and of superior focus on driver's behavior in AEGIDE Module. A train the trainer session was conducted in September 2017 for eight participants selected from Strategic Transporters operating with Lafarge Africa Plc. Five participants were successful and accredited to train drivers using AEGIDE Training Module.



Lafarge Africa Plc has a robust vision and well defined road map to assure the health and safety of its drivers and external parties involved in the logistics operations. The road map which was developed in 2015 is a four year implementation plan with key strategic focus for each year. The plan was rolled out in 2016 with strategic focus to explore and address basic gaps in fleets and driver's management by deploying Vehicle Inspection Officers to ensure safety of trucks and drivers before loading, rollout of Defensive Driver Training for all drivers and commencement of Bi Monthly Annual Audits and Transporters Engagement.

In 2017, the strategic focus was "shaping the driver's behavior". The key milestones achieved were;

1. All drivers (2000) trained in 12 Module Defensive Driver Training. The training was aimed at improving the driver's skills, behaviors and truck knowledge.
2. Completed Bi Monthly Annual Audits and Transporters Engagement. The audit and engagement addressed the Key 5 priorities - Driver's Education, Vehicle Management, Journey Management, Stake holder's engagements and Consequence Management.
3. Completed transporter's implementation of In Vehicle Monitoring System to monitor driver's behaviors such as overspending, night driving, Harsh Breaking and Excessive driving.
4. Intensive road patrol targeting high risk drivers and "hot spot" for Violations.

	2016	2017	2018	2019
<b>Strategic Focus</b>	Explore & Do the Basics	Shaping drivers behaviour	Build Transporter Capacity	Excellence in road safety - 5 Pillars 7 Transport (4) / 2 Standardized IVMS
	Setting the Stage & Understanding the Basics - VIO - DT - IVMS - AUDIT - Reflective Tapes	Driver Behaviour / IVMS Management / In Cab Coaching Development	Transporter Development / Vehicle Fitness / Fleet Management Skills	Transporter deliver skilled drivers and sound trucks to LH
		Transporter Consolidation / Secure New Fleet		
		Bi Annual Transporter Audits & Transporter Engagements		



## 4.5 QUARRY REHABILITATION

The company invested in site rehabilitation studies for all her mining sites. The completion of the study and actual commencement of restoration of mined out sites conforms to the Federal Government of Nigeria Mining Act, Federal Ministry of Environment Guidelines on mining as well as the company's Quarry Rehabilitation and Biodiversity Protocol (under the Environmental Directive).

The company operates with advanced mining plans which enable sustainable extraction of minerals for production. Each quarry also has a Quarry Environmental Management Plan in place.



FIG A: Earth works, site preparation in Maiganga Coal Mine



FIG B: Site preparation at the Mfamosing Quarry for reforestation



Acacia and Eucalyptus trees planted as part of the Quarry rehabilitation at Ewekoro Plant

## AWARDS

### *Sustainability, Enterprise and Responsibility Awards (SERAs) - Best Company in Supply Chain Management*



Center: Communications, Public Affairs & Sustainable Development Director, Folashade Ambrose-Medebem receives the award on behalf of Lafarge Africa Plc. with Head of Sustainability & Corporate Brand, Temitope Oguntokun and Head of Corporate Communications, Osagie Ogunbor.

### *Nigerian Society of Engineers (NSE) - Special Presidential Award*

The Nigerian Society of Engineers Special Presidential Award was presented to Lafarge Africa Plc. for its contribution to the improvement of health and safety in construction sites. This recognition is an outcome of Lafarge Africa's consistent result-driven support to the engineering professionals in the building and construction industry.

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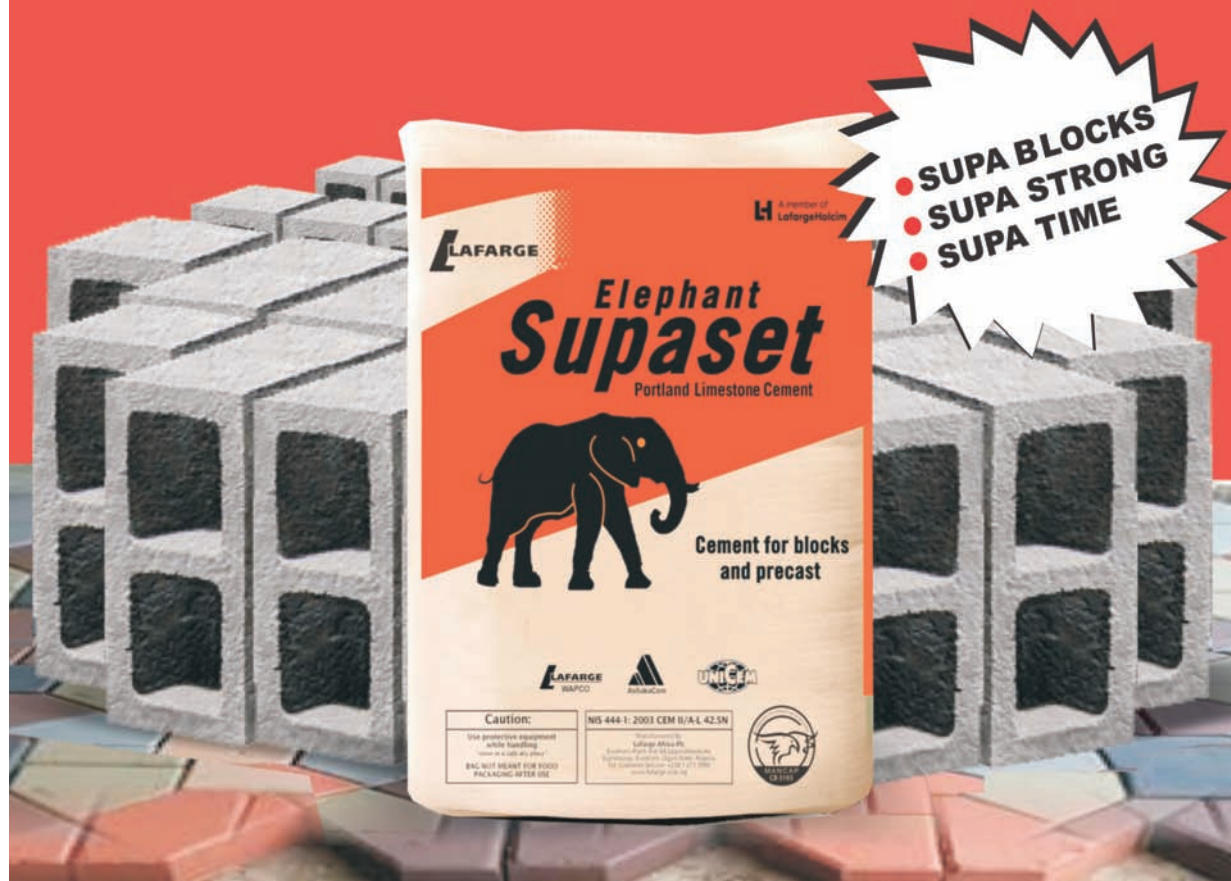
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# 05

## Appendix

## 5.1 LIMITED ASSURANCE REPORT TO THE DIRECTORS OF LAFARGE AFRICA PLC.

The Board of Directors of Lafarge Africa Plc. engaged us to provide limited assurance on the information described below and set out in Lafarge Africa's Sustainability Report for the year ended 31 December 2017.

### Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the "Selected Information" for the year ended 31 December 2017 is not, in all material respects, complete, accurate and valid.

This conclusion is to be read in the context of what we say in the remainder of our report.

### Selected Information

The scope of our work was limited to assurance over the information marked with the symbol **A** in Lafarge Africa Plc.'s Sustainability Report 2017 (the "Selected Information"). The Selected Information and the Reporting Criteria against which it was assessed are summarised in the table below. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Sustainability Report for 2017.

**A**

#### Selected Information (as documented in Lafarge Africa 2017 Sustainability Report)

#### Section/Page Number

Accidents/Incidents associated with transporting our goods to customers on roads have reduced from 13 road fatalities in 2016 to 4 in 2017 as a result of the restructuring of the drivers training from Defensive Drivers' Training to AEGIDE training, and the implementation of the In-Vehicle Monitoring System

Section 4.4

The Company has identified and started certified trainings for staff in technical unit in critical high risks areas such as scaffolding, working at height and basic life support (First Aid).

Section 3.4.1

Lafarge Africa Plc has identified all their key stakeholders and has implemented plans, processes and channels to engage the stakeholders. The key stakeholders are customers, shareholders, employees and communities.

Section 2.1

#### Selected Information (as documented in Lafarge Africa 2017 Sustainability Report)

#### Section/Page Number

The Company has documented policies and procedures for screening and registering potential vendors. These policy include filling of supplier registration form, and conducting a world check of vendors to ensure that only vendors with no criminal and legal issues are registered.

Section 3.4.6

We have increased our use of alternative fuels which has led to recorded increase in thermal substitution rate from 4% in 2016 to 9% in 2017. This contributes to overall CO<sub>2</sub> emissions reduction.

Section 3.2.3

We completed 100% of environmental audits required by "NESREA, federal and state ministries of environment" to ensure adherence to environmental standards.

Section 3.1.1

#### Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

#### Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants (IESBA) issued by the International Federation of Accountants, which is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

## 5.1 LIMITED ASSURANCE REPORT TO THE DIRECTORS OF LAFARGE AFRICA PLC.

Our engagement was conducted by a multi-disciplinary team of social, governance, economic, environmental, UN Sustainable Development Goals (SDGs) and assurance specialists with extensive experience in sustainability reporting.

### *Understanding reporting and measurement methodologies*

The Selected Information needs to be read and understood together with the Reporting Criteria, which Lafarge Africa is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure nonfinancial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 2017, the Global Reporting Initiative Standards (GRI).

### *Work done*

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. Our work included examination, on a test basis, of evidence relevant to the “Selected Sustainability Performance Information”.

We planned and performed our work so as to obtain all the information and explanations that we considered necessary in order to provide us with sufficient evidence on which to base our conclusion in respect of the Selected Sustainability Performance Information.

*Our limited assurance procedures primarily comprised of:*

- Discussions with the Company’s staff primarily responsible for matters on sustainability;
- Interviews with primary process owners (key management staff) across departments including Procurement, Logistics, Human Resources, Health and Safety and Communications, Public Affairs and Sustainable Development;
- A study of the key controls put in place by the directors over the Selected Sustainability Performance Information;
- Reviews of documented policies, reports and supporting information for relevant directors assertions;
- Examination of the sustainability report in relation to the findings from this sustainability assurance exercise and providing recommendations for improvements.
- Considerations of the disclosure and presentation of the Selected Sustainability Performance Information.

The procedures selected depend on our judgment, including the assessment of the risk of material misstatement of the “Selected Sustainability Performance Information”, whether due to fraud or error. In making those risk assessments, we considered internal control relevant to the Company’s preparation of the “Selected Sustainability Performance Information” in order to design procedures that are appropriate in the circumstances.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### *Lafarge Africa Plc.’ responsibilities*

The Directors of Lafarge Africa Plc. are responsible for:

- selection, preparation and presentation of the “Selected Sustainability Performance Information” in accordance with selected objective guidelines, collectively referred to as the “Reporting Criteria”.
- designing, implementing and maintaining internal controls, as they determine necessary, to enable the preparation of the “Selected Sustainability Performance Information” that are free from material misstatements, whether due to fraud or error
- establishing objective Reporting Criteria for preparing the Selected Information;
- measuring and reporting the Selected Information based on the Reporting Criteria; and
- the content of the Sustainability Report for 2017.

### *Our responsibilities*

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of Lafarge Africa Plc.

This report, including our conclusions, has been prepared solely for the Board of Directors of Lafarge Africa Plc. in accordance with the agreement between us, to assist the Directors in reporting Lafarge Africa Plc.’s Sustainability performance and activities. We permit this report to be disclosed in the Sustainability Report for 2017 for the year ended 31 December 2017, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Lafarge Africa Plc. for our work or this report except where terms are expressly agreed between us in writing.



For: PricewaterhouseCoopers  
11 October, 2018  
Chartered Accountants  
Lagos, Nigeria  
Engagement Partner: Edafe Erhie  
FRC/201X/ICAN/0000001143



## 5.2 GRI STANDARDS INDEX



The GRI Standards are the latest evolution of GRI's reporting disclosures, which have been developed through more than 15 years of a robust multi-stakeholder process. The Standards are based on the GRI G4 Guidelines, the world's most widely used sustainability reporting disclosures, and feature an improved format and new modular structure. The new GRI Standards replace the G4 Guidelines, which will be phased out by 1 July 2018.

The GRI Standards define the approach for companies to report on non-financial information, using a well understood shared language. Sustainability reporting, using the GRI Standards, is the best way for a company to disclose its economic, environmental and social impacts, thus providing insights into its contributions – positive or negative – toward sustainable development.



## 5.2 GRI STANDARDS INDEX

<i>GRI Standard (and section if applicable)</i>	<i>No</i>	<i>Description</i>	<i>Information</i>	<i>Pg No</i>	
<b>GRI 101</b>	<i>Foundation (Introduction, A Background on sustainability reporting)</i>	1.1	Stakeholder Inclusiveness		
		1.2	Sustainability Context		
		1.3	Materiality		
		1.4	Completeness		
		1.5	Accuracy		
	<i>Foundation Section 2. Using the GRI Standards for sustainability reporting)</i>	1.6	Balance		
		1.7	Clarity		
		1.8	Comparability		
		1.9	Reliability		
		1.10	Timeliness		
	<i>Foundation (Section 3. Making claims related to the use of the GRI Standards)</i>	2.1	Applying the reporting principles		
		2.2	Reporting general disclosures		
		2.3	Identifying material topics		
		2.4	Identifying Boundaries of Material topics		
		2.5	Reporting on material topics		
		2.6	Presenting Information		
		2.7	Compiling and presenting information in the report		
	<i>Foundation (Section 1. Reporting Principles)</i>	3.1	Claims that a report has been prepared in accordance with the GRI Standards		
		3.2	Reasons for Omission		
		3.3	Using selected Standards with a GRI-referenced claim		
3.4		Notifying GRI of the use of the Standards			
<b>GRI 102</b>	<i>General Disclosures</i>	102.1	Name of the Organisation	1 Lafarge Africa Plc	p.10
		102.2	Activities, brands, products, and services	1.8 Our Operations	p.12
		102.3	Location of headquarters	1.6 Lafarge Africa Plc	p.10
		102.4	Location of operations	1.8 Our Operations	p.12
		102.6	Markets served	1.8 Our Operations	p.12
		102.7	Scale of the organization	1.8 Our Operations	p.12
		102.8	Information on employees and other workers	3.4.5 Employee engagement	p.46
		102.9	Supply chain	1.8 Operations	p.12
		102.11	External initiatives	2.3 Our sustainable partnerships	p.25
		102.12	Membership of associations	2.3 Our sustainable partnerships	p.25
		102.14	Statement from senior decision-maker	1.1. Chairman's Statement	p.3
				1.2. Our continued Sustainable development focus: CEO's Statement	p.4

## 5.2 GRI STANDARDS INDEX

<i>GRI Standard (and section if applicable)</i>	<i>No</i>	<i>Description</i>	<i>Information</i>	<i>Pg No</i>
	102.15	Key impacts, risks, and opportunities	1.10 Sustainability Performance Analysis	p.18
	102.16	Values, principles, standards, and norms of behavior	1.7 Our Values	p.11
	102.17	Mechanisms for advice and concerns about ethics	2.6 Ethics and Compliance 2.6.3 Whistleblowing	p.27 p.28
	102.18	Governance structure	2.4 Corporate Governance	p.26
	102.20	Executive-level responsibility for economic, environmental, and social topics	1.3 EXCOM Statements	p.5
	102.21	Consulting stakeholders on economic, environmental, and social topics	2.1 Stakeholder Management	p.23
	102.22	Composition of the highest governance body and its committees	2.4 Corporate Governance	p.26
	102.23	Chair of the highest governance body	2.4 Corporate Governance	p.26
	102.29	Identifying and managing economic, environmental, and social impacts	3 Our Sustainability Actions	p.30
	102.30	Effectiveness of risk management processes	2.5 Risk Management	p.27
	102.31	Review of economic, environmental, and social topics	2 Our Approach to Sustainable development	p.22
	102.32	Highest governance body's role in sustainability reporting	2.4 Corporate Governance	p.26
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	102.53	Contact point for questions regarding the report	5.5 Contact US	p.80
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	102.55	GRI content index	5.2 GRI Standards Index	p.71
	102.56	External assurance	5.1 External Assurance Opinion	p.69
<b>GRI 201</b>	201.1	Direct economic value generated and distributed	1.11 Our Contribution to the Economy	p.20
	201.2	Financial implications and other risks and opportunities due to climate change	1.11 Our Contribution to the Economy	p.20

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		304.2	Significant impacts of activities, products, and services on biodiversity	3.3.1 Biodiversity	p.38
		304.3	Habitats protected or restored	3.3.1 Biodiversity	p.38
		304.4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	3.3.1 Biodiversity	p.38
<b>GRI305</b>	<i>Emissions</i>	305.1	Direct (Scope 1) GHG emissions	3.1.3 Carbon footprint reduction	p.34
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		305.5	Reduction of GHG emissions	3.1.3 Carbon footprint reduction	p.34
		305.7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	3.1.2 Dust and fugitive emissions reduction	p.34
<b>GRI306</b>	<i>Effluents and Wastes</i>	306.1	Water discharge by quality and destination	3.3.2 Water Management	p.37-38
		306.2	Waste by type and disposal method	3.3.3 Managing our waste	p.40
<b>GRI307</b>	<i>Environmental Compliance</i>	307.1	Non-compliance with environmental laws and regulations	3.1.1 Environmental compliance	p.33
<b>GRI308</b>	<i>Supplier Environmental Assessment</i>	308.1	New suppliers that were screened using environmental criteria	3.4.6 procurement practices	p.48

## 5.2 GRI STANDARDS INDEX

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		401.2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.4.5 Employment Engagement	p.46
		401.3	Parental leave	3.4.3 Gender Equality and Diversity	p.45
<b>GRI 403</b>	<i>Occupational Health and Safety</i>	403.1	Workers representation in formal joint management –worker health and safety committees	3.4.1 Health and safety	p.42
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<b>GRI 404</b>	<i>Training and Education</i>	404.1	Average hours of training per year per employee	3.4.2 Training and development	p.44
		404.2	Programs for upgrading employee skills and transition assistance programs	3.4.2 Training and development	p.44
		404.3	Percentage of employees receiving regular performance and career development reviews	3.4.2 Training and development	p.44
<b>GRI 405</b>	<i>Diversity and Equal Opportunity</i>	405.1	Diversity of governance bodies and employees	3.4.3 Gender equality and Diversity	p.45
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<b>GRI413</b>	<i>Local Communities</i>	413.1	Operations with local community engagement, impact assessments, and development programs	3.4.10 Staff volunteering (FOC) 3.4.11 Community developments initiative 3.5 Social investments	p.51-55
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### 5.3 GLOSSARY

<b>2030</b>	Lafarge's sustainability plan and targets for the year 2030
<b>CSI</b>	Cement Sustainability Initiative - Global effort by 24 major cement producers in over 100 countries, making conscious efforts to advance sustainable development
<b>Co2 emissions</b>	Carbon dioxide - colourless, odourless and non-poisonous gas formed by combustion of carbon and in the respiration of living organisms and is considered a greenhouse gas (according to OECD)
<b>CRC</b>	Community Relations Committee
<b>EIA</b>	Environmental Impact Assessment - Process of evaluating the likely environmental impacts of a proposed project or activity
<b>EMS</b>	Environmental Management Systems - Set of principles and processes that allow an organization reduce its environmental impacts
<b>ERGP</b>	Economic Recovery and Growth Plan - Nigeria's economic plan at fostering sustainable economic development in Nigeria over the period of 2017 - 2020
<b>GRI</b>	Global Reporting Initiative – International independent standards organisation that guides the reporting of critical sustainability issues
<b>GHG</b>	Greenhouse Gas - Occurs naturally from and results from human (production and consumption) activities, and contributes to the greenhouse effect
<b>INDCs</b>	Intended Nationally Determined Contributions - - An outline of post-2020 climate actions countries intend to take under the United Nations Framework Convention on Climate Change (UNFCCC) towards the reduction of greenhouse gas emissions
<b>ISPON</b>	Institute of Safety Professionals of Nigeria - Safety Professional body for individuals involved in Occupational Health and Safety Practices and individuals involved in maintaining standards.
<b>IVMS</b>	In vehicle Monitoring System – Electronic device used to track and monitor driver's behaviour
<b>LTI</b>	Lost Time Injury – On the job injuries that requires a human resource to stay off work
<b>NESREA</b>	National Environmental Standards and Regulations Enforcement Agency - Responsible for the protection and development of the environment, biodiversity conservations and sustainable development of Nigeria's natural resources
<b>UNGC</b>	United Nations Global Compact - Voluntary Initiative based on commitments to implement universal sustainability principles
<b>Vision 20:20:20</b>	Nigeria's economic plan to achieve its aspiration to become one of the world's top 20 economies in the year 2020
<b>WBCSD</b>	World Business Council for Sustainable Development – Global CEO-led organization of over 200 leading businesses working together to accelerate the transition of a sustainable world

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<b>TABLE 8</b>	Employee Engagement - Staff statistics by gender and grades

# Build Your Dream Home



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Call our Customer Value Centre: 01-2713990  
E-mail: [customerservice.ng@lafarge.com](mailto:customerservice.ng@lafarge.com)



## 5.5 CONTACT US

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***Should you have questions, thoughts and comments on this Report, please contact us:***

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