

Shared Value for Sustained Growth

2018 SUSTAINABILITY REPORT





Climate and energy

Our net **CO₂ emissions** per tonne of cementitious material decreased to **542 kg CO₂/tonne**, a **5.7%** reduction from **2017**.



Circular economy

We utilised **120,526 tonnes** of waste-derived resources in **2018**.



Environment

Our freshwater withdrawal per ton of product was **248L/ton** for cement and **189 L/M3** for ready mix.



Community

Social investment projects and initiatives directly impacted over **500,000** beneficiaries within and beyond our host communities.


Introducing Supafix

Your safe, ready-to-use tile fixer.

Easy to use | Faster application | Neater finish



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E-mail: customerservice.ng@lafarge.com
Call our Customer Value Center: 01-2713990

 A member of
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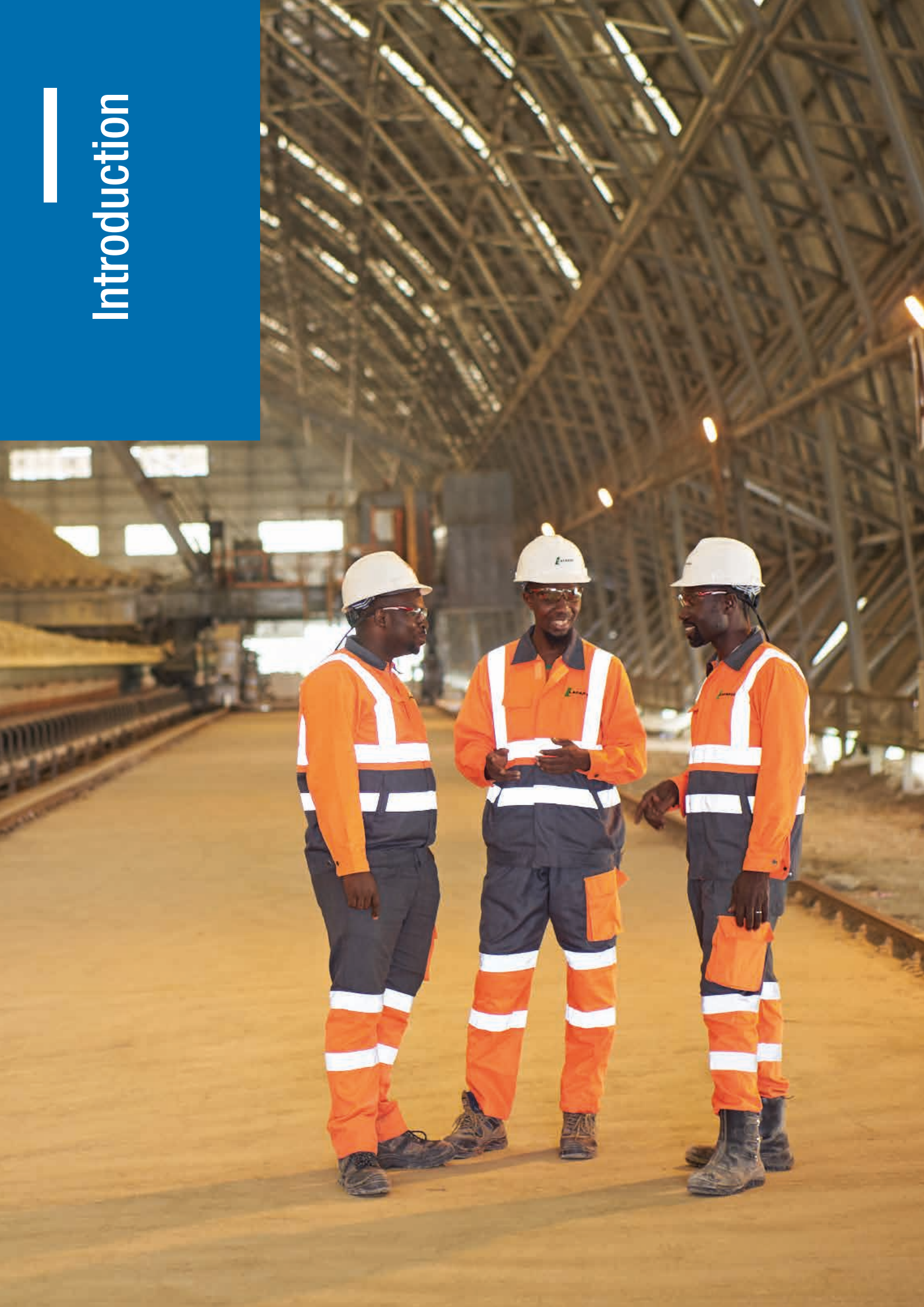
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Introduction



Chairman's Statement



“We believe that we can only fully achieve our business goals if we contribute to meeting the needs of the society we operate in.”

Dear Stakeholders,

It is my utmost pleasure to present to you our Sustainability Report for 2018. This report represents our continuous adoption of communication on our performance in driving our Sustainability strategy. The theme for this year ‘Shared Value for Sustained Growth’ demonstrates the success achieved over the past years and sets out the foundation for our future strategy to be a global leader driving sustainable growth by leveraging innovative solutions and emerging technology.

Being a responsible company means working in partnership with society and being part of its long-term development. As one of the largest cement manufacturers in Nigeria, we understand our pivotal role in growing the infrastructural deficit for the Nigerian economy. This ambition is supported by our four pillars of Sustainability: Environment, Climate and Energy, Communities and Circular Economy.

Our enduring ambitions and commitment to environmental stewardship present us with a valued opportunity to play our part in reducing climate change and protecting the environment. We continue to harness opportunities for increased energy and resource efficiency in our cement manufacturing process. This is evidenced in a 5.7% reduction in our carbon emissions in 2018.

In furtherance to our commitment to engendering cleaner and zero waste communities, we have taken a step further in our Geocycle activities. In 2018, we finalised plans and obtained regulatory approvals to build a larger Geocycle facility in Ewekoro II, where we would be able to pre-process more waste. We also partnered with the Food and Beverage Recycling Alliance (FBRA) of Nigeria to offer eco-friendly waste management solutions to members of the Alliance, thereby reducing the quantity of waste that goes to landfills. The Geocycle process has ripple positive impacts on our society – direct and indirect jobs creation, resource efficiency; eco – friendly waste management; reduction in CO₂ emissions from the use of conventional fossil fuels.

The longevity of manpower remains a key priority for us, we want our people to continue to be productive in a sane and safe workplace. In 2018, we deployed the first of its kind Health and Safety Centre in Nigeria and West Africa that offers training at our Sagamu plant. The Centre is equipped with facilities to simulate real-life health and safety incidents and give our employees and third-party contractors, practical knowledge on how to avoid or address safety incidents.

We believe that we can only fully achieve our business goals if we contribute to meeting the needs of the society we operate in. This means we have a responsibility in economic and social development, and that we must add lasting value to the countries and communities where we operate. Therefore, we need much more than just profit to measure our corporate success.

Social, economic and environmental responsibility form the basis of our Sustainability Strategy and sustainability ambitions. Understanding our impact and making it transparent not only lays the foundation for informed strategic decisions and stakeholder dialogue but also gives purpose and ownership to our employees.

Our core mandate remains delivering value and sustaining growth in Africa through innovation across our products, and we hope to deliver a future of Sustainable Cities and Communities within the markets we operate in. As you go through our report, I am sure you will appreciate the scale of our impact across our pillars.

I wish to thank our employees who consistently drive our quality, as well as our external stakeholders who drive our accountability and push us to be better.

Signed

A handwritten signature in black ink, appearing to read 'Mobolaji Balogun', with a stylized flourish at the end.

Mobolaji Balogun
Chairman

CCEO's Statement



“Creating shared value is a key focus for our business, and the reason why we adopt the triple bottom line approach – profit, people and the planet – to business.”

In 2018, the Federal Government of Nigeria (FGN) took active steps to stabilize the economy as a way to boost the general level of demand for goods and services and consequently increase spending on infrastructure. The Economic Recovery and Growth Plan (ERGP) launched in 2017 by the FGN became the primary tool for its intervention which has continued to guide the moderation seen in inflation rate and gradual increase in GDP. Given this background and in spite of a slowdown in the run-up to the last general elections, we were able to deliver a solid operational performance in 2018.

As part of our commitment to impact positively on the Nigerian economy, we continue to pioneer new standards and innovation in developing sustainable products and solutions for the construction sector of the economy. In 2018, we introduced a real-time continuous dust emission monitoring equipment into the kiln stacks. This allows for early detection of irregular dust emissions, which ensures that timely corrective actions are taken. Presently, plans are underway to introduce 'Dry Mortar', another cement solution on the back of "Supafix," an adhesive mortar introduced to the market early this year. The "Dry Mortar" business segment will focus on delivering superior quality mortar products that will help our customers optimise construction costs.

Creating shared value is a key focus for our business and the reason why we adopt the triple bottom line approach – profit, people and the planet – to business. We benchmark our efforts and initiatives against the United Nations Sustainable Development Goals (UN SDGs) and partner with organisations and agencies to complement the efforts of government. Some of the key partnerships include the Private Sector Advisory Group (PSAG), in which we co-chair the sub-team that drives "SDG 11 – Sustainable Cities and Communities"; the Nigerian Economic Summit Group (NESG); United Nations Global Compact (UNGC) Nigeria Network; the Manufacturers Association of Nigeria (MAN) and Cement Manufacturers Association of Nigeria (CMAN); as well as other Nigerian and international partnerships.

2018 was a hallmark year in delivering our sustainability ambitions, as we introduced the first-ever Sustainability Week. The Sustainability Week was introduced to highlight sustainability initiatives at Lafarge Africa Plc., as well as raise awareness on pertinent issues and encourage stakeholder participation in sustainability programmes. Initiatives and programmes include the launch of the Geocycle unit; Health, Safety & Environment (HSE) days; Corporate Social Responsibility (CSR) activities; and volunteering programmes. In addition, the CCEO Social Contributor Awards was launched as a platform to recognise employees who have volunteered their time to improving communities across Nigeria. In its first year, thirty (30) employees were specially honoured by the CCEO with certificates and prizes for their commitment to social contribution. Our contributions to development in the Nigerian society was recognised in 2018. Details of these awards are contained within this report.

This year marks the 60th anniversary of the incorporation of Lafarge Africa Plc. in Nigeria. As we celebrate this milestone, health & safety remains at the core of all that we do. We will continue to take action within the four areas of our Sustainability Strategy – Circular Economy, Climate & Energy, Environment and Community. I hope you will be as proud as I am of the difference we are making.

In conclusion, I will like to appreciate the efforts of all our staff and partners who have worked tirelessly to deliver all our successes recorded to date. I thank every staff and partner that contributed to the production of this year's Sustainability Report. Well done!

Signed

Michel Puchercos
Country Chief Executive Officer

Embedding sustainability



Bruno Bayet - Chief Financial Officer

For us at Lafarge Africa Plc., success goes beyond just profit-making - it takes a step further and transcends into our wins in managing the socio-economic and environmental impact of our business operations. This is why alongside considerations like profit, we fully consider and embed people and planet management strategies into our core finance and strategy plan - a clear pointer to the value we have attached to sustainability within our business.



Fidelia Osime - Organisation & Human Resources (O&HR) Director

Our success as a reputable employer brand in Nigeria is inextricably linked to the hard work of our people who have continued to go above and beyond for our organization.



Olusegun Shoyoye - Industrial Director

In harnessing innovation and enabling sustainable growth, we have recently launched Geocycle Nigeria which is thrusting us to the fore of innovative solutions within our industry. Our commitment to building a circular economy that aligns with the development priorities of Nigeria is our drive to taking on board larger initiatives for combatting Nigeria's wide range of waste management needs.

Geocycle, in collaboration with a number of Fast Moving Consumer Goods (FMCGs) in Nigeria, processes waste and renders it reusable in the cement processing lifecycle. By implementing this solution, Geocycle Nigeria demonstrates that it can contribute to achieving the LafargeHolcim's group targets.



Gbenga Onimowo - Commercial Director

We believe that our trade partners and distributors are integral players in our value chain, and by ensuring that they stay in business, we are simultaneously growing our business and the economy. This is exactly why value creation for our trade partners and distributors is an integral precept in our business dealings. We provide them with opportunities they can leverage for competitive profit-making in the market, as well as a robust support system to keep them in business.



Lolu Alade-Akinyemi - Supply Chain Director

Managing our Supply Chain is a critical part of our business processes, and we have made remarkable strides in ensuring that this aspect properly aligns with our high ethical standards and corporate objectives. Our robust due diligence process guides us in achieving our objective of engaging only ethical suppliers. We consider the quality, life cycle and environmental impacts of the materials we use for production, using only materials with the highest quality standards and minimum environmental damage.

In 2018, we leveraged several platforms and opportunities to reiterate our commitment to best procurement practices with our suppliers, including campaigns against child labour.



Folashade Ambrose-Medebem - Communication, Public Affairs and Sustainable Development (CPASD)

Our social responsibility and accountability drive our responsiveness to social and development needs in our immediate communities. Our approach to identifying and addressing the expectations of our stakeholder groups provides us with useful guidance to support many communities through the journey of improving livelihood, access to basic amenities, as well as economic empowerment for people in these communities.

We are intentional about creating shared value for sustained growth. We believe that corporate success and social investment are mutually beneficial. We will continuously engage our stakeholders on how our business objectives and opportunities align with their needs and expectations as part of our strategy for sustained growth.



Embedding sustainability



Vipul Agrawal - Pricing & Market Innovation Director

Ensuring that customers get value for their money is a non-negotiable component of our business model. This implies that we are determined to ensure that the right cement solutions, services and products get to the customers who need them, at reasonable prices that give us an opportunity for responsible profit-making.



Edith Onwuchekwa - Legal & Compliance Director

For us at Lafarge Africa Plc., managing our regulatory risks and taking advantage of the opportunities it presents is an important aspect of our business processes. We consistently ensure compliance with the various laws and regulations that govern our business, particularly as it relates to stakeholders within our value chain. We have institutionalised processes to ensure that our employees and 3rd parties are aware of their rights, how to communicate concerns and the process to appropriately seek redress.

We believe that by acting responsibly, we achieve tangible business results and, make remarkable additions to sustaining value beyond today.



Bestow Enuma Akeze - Head of Aggregates and Concretes

We are constantly strategizing on how best to meet specific customer needs while taking into full cognizance respective impacts of our business operations – positive and negative. This is an essential factor we consider in churning out our incredible array of innovative cement solutions in Nigeria. One of such solutions is the ReadyMix, which uses less resources and energy in production, and is thus, more environmentally friendly. This is a demonstration of our sincerity in embedding sustainability in the heart of our business.



Helmut Korak - Country Security Manager

At Lafarge Africa Plc., we are keen on maintaining a healthy security and safety culture within our workplace. Our people own important aspects of our security and safety gains, and we continue to empower them with the tools and knowledge they require to effectively do this. We are also diligent about embedding the security culture in our employees and stakeholders, and ensuring that the highest quality of security services are provided across our plants. This way, we stay true to our commitment of keeping our employees, contractors and other third parties safe while delivering their services.



Rabiu Abdullahi-Umar - Managing Director, Ashaka

The ideals of environmental stewardship and the broader scope of sustainable manufacturing have continued to gain attention as a critical aspect of our cement manufacturing process. We conscientiously pursue our resolve to ensure safe working conditions for our employees and contractors, efficiently utilise alternative energy and raw material sources within our cement manufacturing process; as well as make impactful social investments in the communities where we operate.



Olufolake Odegami - Health, Safety & Environment (HSE)

Creating a safe and healthy work environment for our employees, contractors, communities, and customers is a critical success factor for us, and we approach this with the highest sense of priority. We make continuous investments in trainings and infrastructure that help us embed a culture of safety in our people. In 2018, we aspired further with this commitment as we introduced the Safety Learning Centre, taking us closer to our goal of recording "Zero" fatal accidents within our business processes.



From the Sustainability Desk



Titilope Oguntuga

Sustainable Development &
Corporate Brand Manager

Sustainability is an enterprise in itself within our business and is entrenched in measuring our economic and social performance. We are driving sustainability through our updated pillars and targets in alignment with our Group's sustainability framework and Strategy 2022 – “Building for Growth”.

We will continue to consistently provide sustainable solutions, and explore initiatives to create shared value for all stakeholders within and beyond our fence.

Project Sponsor – Folashade Ambrose-Medebem

Project Lead – Titilope Oguntuga

Project Coordinator – Omolade Banjoko

Project Team

1. Commercial – Tina Sobola
2. Communication, Public Affairs & Sustainable Development - Aliyu Ma'aji
3. Communication, Public Affairs & Sustainable Development - Inyang Bassey
4. Communication, Public Affairs & Sustainable Development - Oluyemi Bakare
5. Communication, Public Affairs & Sustainable Development - Aderemi Adewunmi
6. Communication, Public Affairs & Sustainable Development - Tukur Lawal
7. Communication, Public Affairs & Sustainable Development - Ginikanwa Frank-Durugbor
8. Environment – Funke Madojutimi
9. Geocycle – Gregory Salami
10. Geocycle- Daniel Adedokun
11. Health & Safety – Adeyemi Ariyo
12. Organisation & Human Resources – Ugochi Bede-Nwokoye
13. Organisation & Human Resources – Nyong Okon
14. Internal Control – Oluchi Onuekwusi
15. Legal - Anuoluwapo Gbadegesin
16. Power & Energy – Musibau Lawal
17. Security – Emmanuel Adebobola
18. Strategy – Wole Adeleke
19. Supply Chain – Osaze Aghatise
20. Treasury – Victory Olumuyiwa

Lafarge Africa Plc. at a Glance

Lafarge Africa Plc. is a member of the LafargeHolcim Group¹, the largest building and concrete solutions company in the world, and comprised of eighty (80) operations globally. Lafarge Africa Plc. has its headquarters in Lagos, Nigeria, and as a result of its robust corporate governance practices, is publicly listed on the Premium Board of the Nigerian Stock Exchange (NSE).

Lafarge Africa Plc.² serves the Nigerian and South African market with top quality cement and concrete solutions that are designed to

meet a range of construction and building needs. Our primary consumers include manufacturing and construction companies, home builders, block makers, and general end-users.

Our sustainable development vision is driven by the Communications, Public Affairs and Sustainable Development (CPASD) department in Lafarge Africa Plc. Our goal to create shared value through economic and employee volunteering initiatives, and community engagement initiatives is driven by our CPASD

department.

Since 2015 when Lafarge Africa Plc. became the first cement company in Nigeria to publish a local Sustainability Report, Lafarge Africa has consistently communicated value creation through its report. Our sustainability reports have provided details to our customers, shareholders, and communities on our social performance and contribution to Nigeria's development through our business operations and social investments.

Our Core Values

Our values define who we are, what we stand for and how we behave. Our values help us work towards achieving our goals and objectives, and guide how we work with each other, our suppliers, customers, communities and stakeholders.



Health and Safety is an overarching value, embedded in everything we do.



Customers:

Our focus is to build and deliver solutions that meet customers' expectations. We encourage diverse thinking to promote and nurture innovation. We collaborate with our customers to achieve shared objectives.



Results:

Through business insights and the quality of our decision making, we introduce new ways of looking at challenges to achieve excellent results while ensuring accountability.



Integrity:

We operate a compliance-focused organization and act with a clear sense of ownership.



Sustainability:

We demonstrate leadership in environmental stewardship while role-modelling responsibility to future generations. We look towards the broadest possible views of any issue or challenge.



People, Openness and Inclusion:

We truly care and respect every individual. We place a high priority on developing our people and building effective teams.

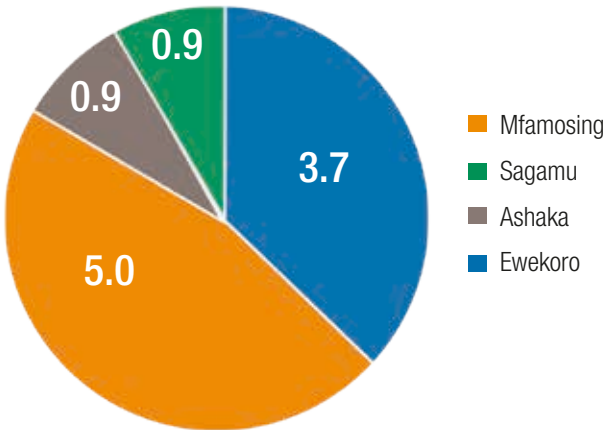
¹ LafargeHolcim Limited is an international investor holding its shares in Lafarge Africa Plc. Total shareholding of LafargeHolcim Limited in the Company was 76.32% as at 31 December 2018.

² This report covers Lafarge Africa Plc.'s sustainability actions in the Nigerian operations only, for the period 1 January – 31 December 2018.

Our Operations

LafargeHolcim is the global leader in building materials and solutions, serving construction and building material needs all over the world. We have four business segments – cement; aggregates; ready-mix concrete; and solutions & products - that are used in the construction of small and simple building to technically and architecturally complex infrastructure projects; as well as building solutions.

Lafarge Africa Plc has a combined cement capacity of 10.5 Metric Tons Per Annum (MTPA) with operations in South West (SW), North East (NE) and South (SS) geopolitical zones of Nigeria. The operational sites are in Ewekoro, Ogun State – 3.7mtpa, Ashaka, Gombe State – 0.9mtpa; Mfamosing, Cross River State – 5.0mtpa; and Sagamu, Ogun State – 0.9mtpa.



Mfamosing Vertical Cement Mill

Our Products & Services








For exceptional product quality, we continue to leverage evolving technology in our cement production process. An example of this is the introduction of the vertical cement mill, which is one of the latest and best in class cement production technologies, located in the Kiln Line 2 of our Mfamosing plant. The vertical cement mill enhances our cement production process with exceptional energy efficiency.

We constantly innovate to develop solutions that meet the peculiar needs of our customers. Our unique understanding of customers' needs and the way they use our products enables us to develop truly innovative products and solutions. We have below shown these products alongside their corresponding benefits and expected users.



Participants at the first stream of Join The Group

Our Products and Services

Product	Product Description	Benefits	Consumers
	Ashakacem is the 'Star of the North' a famous brand that has proven record in the Northern region of Nigeria.	<ul style="list-style-type: none"> • Superior workability for easy to handle, productive concrete and mortar work • Strength that meets the needs of domestic and most contract site projects • Smooth finishing and no cracks • Consistent quality 	<ul style="list-style-type: none"> • Residential, Commercial & Industrial Real Estate Developers • Individual Home Builders
	UniCem is one of the leading brands in the eastern region of Nigeria.		
	Elephant cement is symbolized by the strength of an Elephant, and it has a strong presence in the Southwestern part of Nigeria		
	Elephant Supaset is a Portland limestone cement formulated to satisfy the requirements of the sandcrete block and precast concrete segment of the Nigerian building industry.	<ul style="list-style-type: none"> • High early strength • Quick turn around • No breakages • Consistent quality 	<ul style="list-style-type: none"> • Commercial blockmakers • Makers of interlocking bricks, culvert, well rings and poles.
	Lafarge Powermax is a premium technical cement for high-grade concrete users. The cement is produced by intergrinding Portland cement clinker with a controlled amount of limestone and gypsum. The cement conforms to the NIS 444-1: 2003 & EN197-1:2011 specifications.	<ul style="list-style-type: none"> • Excellent strength at all ages • Lower heat of hydration (reduced cracking) • Improved cohesion • High workability • Smoother surface finish • Consistent Quality 	<ul style="list-style-type: none"> • Contractors - high rise building, bridges & dams • Construction Professionals (architects, builders, engineers, etc.)
	This is a specialty product for application in environments prone to high chemical attacks.	<ul style="list-style-type: none"> • Consistent quality • Enhanced long term strength • Better resistance to sulphate attacks • Low heat of hydration 	Large scale infrastructure developers and contractors for projects such as dams, coastal developments, etc.
	RoadCem is a specialised cementitious binder designed to meet the needs of a wide range of road stabilisation applications.	<ul style="list-style-type: none"> • Better durability and long term strength of the roads • Increase in the strength and bearing capacity of the roads 	Road construction contractors
	Supafix is a cementitious tile adhesive made of grey cement, calcareous aggregates, organic and inorganic additives. It is a pre-mixed tile adhesive used for placing ceramic tiles, for flooring applications and for indoor coating solutions or construction sites.	<ul style="list-style-type: none"> • Easy to use • More affordable • Gives better finishing 	<ul style="list-style-type: none"> • Residential, Commercial and Industrial Real Estate Developers • Individual Home Builders
	Our Readymix concrete products are of consistently high quality. They are produced using cement mixed with aggregates and admixtures.	<ul style="list-style-type: none"> • High speed of construction • Reduced handling costs of materials • Lower energy and resource consumption • Quality control 	Large scale building and infrastructure developers and contractors, e.g. skyscrapers, bridges, etc.

We provide innovative products and services with impeccable standards, offering high added value to our end users. Our cement manufacturing processes conform to the highest international standards and applicable cement manufacturing standards in Nigeria.

In addition to our cement products and concrete solutions, we deliver a wide range of advisory services on all aspects of the use and application of cement to customers around the following areas:

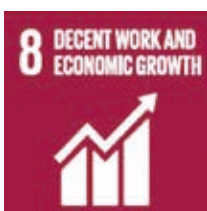
- Comprehensive technical support (with practical demonstrations on cement and concrete technology)
- Concrete mix designs optimization
- Materials and concrete testing
- Development of site concrete quality management system



The business success of our trade partners is an important component of our business success.



Channel Partner's activation programme for customers



Through our go-to-market model, we deliver our products to both direct consumers and resellers with a unique customer experience. The relationships we maintain with distributors and retailers have culminated in a partnership that transcends the traditional “buying and selling”, hence our reference to them as our “trade partners”. The unbridled support we have enjoyed from these trade partners remains a crucial factor in our corporate success as Lafarge Africa Plc.

Some of the key ways through which we support our trade partners in building efficient distribution and sales strategies that spur mutual benefits include:



Communication, Public Affairs and Sustainable Development Director, Folashade Ambrose-Medebem making a presentation to a customer during the commissioning of Eleyele Depot, Ibadan

1 Branding and marketing support for our trade partners

As a responsible company, we are concerned about the growth of our trade partners. This is in line with our commitment to create shared value in our society. Consequently, we support our distributors in branding their stores or points-of-sale, to make them more attractive to their customers.

As a matter of principle, we do not engage in practices that foster unhealthy competition. As such, we engage with our distributors flexibly and refrain from compelling them to display or exclusively put up our products for sale. This is however, notwithstanding the need to protect our corporate collateral with these distributors.

3 Customer loyalty support programmes and rewards

Our trade partners contribute in no small measure to our business growth at Lafarge Africa Plc. It is our practice to periodically compensate them as well as provide necessary recommendations for their business growth.

In 2018, we executed our Customer Appreciation Awards which held in Gombe, Oyo, and Enugu States. The event was a valued platform to celebrate trade partners who distributed our products across Nigeria. Outstanding customers or distributors were rewarded with prizes such as 11-tonne trucks and 5-tonne trucks, and 60 commercial cargo tricycles.

2 Credit support

Lafarge Africa Plc. facilitates credit support to reduce or eliminate any financial constraints that may pose a hindrance to the financial prosperity of our trade partners. This is particularly accessible to trade partners that have shown historical good business performance. We do this in either of the following ways –

Supply of our products with a payment window that allows these distributors to make payments after-sale or during an agreed period.
Support for these distributors in obtaining credit facilities from banks
Our robust credit risk management for these trade partners helps us ensure that this process remains mutually beneficial.

4 Field support and training

Good rapport and free flow of communication with our trade partners are part of our approach to supporting the business growth of our partners. Lafarge Africa Plc.'s Field Sales Managers are mapped to Key Distributors across different locations in Nigeria. More broadly, we have dedicated “in-house” teams that provide support for our trade partners. This way, we provide them with required “on the spot” support needed to thrive in the market place.

We have also made investments in training our employees on specific skills and knowledge which are value-adding to the businesses of our trade partners.

As a brand that upholds the tenets of responsible business conduct, we have instituted robust due diligence processes that guide us through the process of selecting our trade partners. We engage only distributors that meet our predefined requirements and expectations of responsible business conduct.

Customer Feedback Mechanisms

As a global leader in the production of building materials and construction solutions, Lafarge Africa Plc. has made significant investments in ensuring that our products are not only of high quality but also create value for our customers and end-users. We have made concerted efforts to associate our brand with values such as respect for people, sustainability, quality, reliability, ease of purchase and ease of use.

In achieving these bold ambitions, we believe customer feedback is critical. Accordingly, we have established multiple channels for feedback. The key channels are outlined below;

- Field intelligence reports
- Direct Sales Agents and access to office locations
- Direct electronic contact (Phone and emails)
- Net promoter score framework
- Commissioned researches



Customer Service Week 2018

Our cement products have been used for major infrastructural projects across Nigeria. A few of these projects are highlighted below -

Across all the geo-political zones of Nigeria, the numerous infrastructural projects that have been constructed using our cement solutions are clear pointers to the high quality, resilience, durability, and reliability of our concrete solutions. Below are some of these landmark projects across Nigeria -

Some of our major construction projects	Location
National Assembly Complex	Abuja
Federal Secretariat,	Abuja
Enugu State Government Secretariat	Enugu
Shoprite Mall, Enugu	Enugu
University of Nigeria Nsukka, Enugu Campus	Enugu
Enugu State Government House	Enugu
Third Mainland Bridge	Lagos
MKO Abiola Gardens	Lagos
Cocoa House	Ibadan
Premier Hotel	Ibadan
Zaranda Hotel,	Bauchi
8.6km Jimeta Bridge	Yola
23 Story building Bank of North Headquarters	Kano
Emir's Palace	Gombe
American University of Nigeria	Yola
Tinapa Business and Leisure Resort	Calabar
Akwa Ibom International Stadium	Uyo
Calabar International Conference Center	Calabar



Governance & Integrity

Corporate Governance

Lafarge Africa Plc. is committed to adopting best corporate governance practices to deliver shared and long-term value to all our stakeholders. We continue to improve our governance processes and systems to ensure transparency and sustained value creation; effective performance of the Board of Directors; optimal decision-making relating to policies, principles and controls; and entrenching the values of the Company shown below.

Board Committees ¹
Finance and Strategy Committee
Nominations and Remunerations Committee
Risk Management and Ethics Committee
Property Optimization Committee
Statutory Audit Committee



Composition of Lafarge Africa Plc.'s governing bodies

Our Board Members

S/N	Name	Role
1	Mobolaji Johnson	Chairman
2	Michel Puchercos	MD/CEO
3	Adebode Adefioye	Non-Executive Director
4	Elenda Giwa-Amu	Non-Executive Director
5	Adenike Ogunlesi	Non-Executive Director
6	Christof Hassig	Non-Executive Director
7	Grant Earnshaw	Non-Executive Director
8	Rossen Papazov	Non-Executive Director
9	Jean-Philippe Ben	Non-Executive Director
10	Karine Uzan Mercie	Non-Executive Director
11	Adewunmi Alode	Company Secretary

¹ Board Committees constitute members of the Board that are mandated to carry out functions, duties and responsibilities by the Board, to enable the Board run efficiently.

Our Management Team

S/N	Name	Role
1	Michel Puchercos	Country Chief Executive Officer
2	Bruno Bayet	Chief Financial Officer
3	Fidelia Osime	Organisation & Human Resources Director
4	Olusegun Shoyoye	Industrial Director
5	Gbenga Onimowo	Commercial Director
6	Lolu Alade-Akinoyemi	Supply Chain Director
7	Bestow Enuma Akeze	Head of Aggregates and Concretes
8	Vipul Agrawal	Pricing & Market Innovation Director
9	Edith Onwuchekwa	Legal & Compliance Director
10	Folashade Ambrose-Medebem	Communications/Public Affairs & Sustainable Development Director
11	Helmut Korak	Country Security Manager
12	Rabiu Abdullahi-Umar	Managing Director, Ashaka
13	Olufolake Odegbami	Head of Safety, Health and Environment
14	Daniel Adedokun	Head of Geocycle Nigeria

Setting the tone for Sustainability from the top - Our Board and Management involvement in company-wide sustainability actions

Drive from our Leadership

- The Board of Lafarge Africa Plc. led overall responsibility for maintaining a sound internal control and risk management system through the Risk Management and Ethics Committee. The Committee provides the Board with reports on the effectiveness of the Company's risk management processes to support the strategy and objectives of the Company. Through this committee, the Board maintains oversight over the company's Sustainability direction.
- In the development of strategy, the Board duly considers Sustainability. This is important to the Board, considering the fact that Sustainability is one of our core business pillars, as a company.
- The Board reviews and approves company policies, including those that affect the company's sustainability performance.
- Our Board members are brand ambassadors of our sustainability drive as a company. An example of this is our Board Chairman Mobolaji Balogun, who was in attendance at the United Nations High-Level Political Forum (UNHLPF) on Sustainable Development at the UN Headquarters, New York.
- In 2018, we launched the Lafarge Africa Sustainability Steering Committee. The Committee is made up of members of our management team, who meet regularly to assess the company's overall sustainability performance, across varying pre-defined metrics.
- Each of the Directors within Lafarge Africa Plc. has specific SDG goals mapped to her/him. This way, our Directors are able to drive our SDG ambitions from the top.
- In 2018, our Directors played active roles in driving volunteering amongst employees. They were actively involved in the implementation of social investment projects, tree planting activities, school reading with pupils, amongst others. They also provided the much-needed drive from the top to encourage increased employees' involvement in employee volunteerism.
- In 2018, we also launched the CCEO Social Contributors Award, which was a way to drive increased employee involvement in our sustainability ambitions.

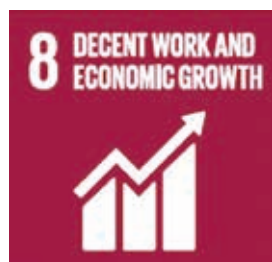


The Country Chief Executive Officer Michel Puchercos with the Mfamosing Plant Manager, Peter Robson during an inspection of the Palletizer Project in Mfamosing.

Ethics and Integrity

Lafarge Africa Plc. aims to maintain the highest standard for ethical and legal behaviour and compliance, and has adopted the LafargeHolcim Code on Ethics and Business Conduct, in addition to its Lafarge Africa Plc. Code of Business Conduct. The Code of Business Conduct states the Company's non-tolerance for violation of applicable laws, anti-corruption regulations, as well as strict action against violators.

The Code of Business Conduct for Suppliers stipulates the values and principles that suppliers and other third party contractors are to act in accordance with, particularly in the areas of human rights, labour-related matters, the environment, anti-bribery and corruption. Together, the Codes of Conduct guide business operations with internal and external parties.



Code of Business Conduct

Our Code of Business Conduct underpins our commitment to conducting business with integrity and respect for local regulations. It guides how our commitment should be put into practice and ensures that we adhere to local laws and regulations. It sets out our expectations regarding anti-corruption, money laundering, labour-related issues, the environment, and violation of applicable laws.

Whistleblowing

Lafarge Africa Plc. is committed to conducting its business responsibly, hence, ethical issues and non-compliance are to be reported for relevant action. The Whistleblowing line, also known as the Global Integrity Line is where all ethical issues, fraudulent practices, and non-compliance can be reported without fear of victimization or persecution. The whistleblowing line and channels for reporting are known to our employees and third-party stakeholders, who also understand the policies that guide ethical behaviour. In the event of an incidence, our investigative unit comprised of certified fraud examiners is responsible for handling all cases promptly.

35 whistleblowing cases were reported and investigated in 2018, 9 cases proceeded to disciplinary hearing resulting in appropriate disciplinary measures duly implemented.

Anti-bribery & Corruption

As part of our commitment to global industry leading practices and our zero-tolerance for bribery and corruption, Lafarge Africa Plc. has adopted a Bribery and Corruption Statement, in addition to our Anti-Bribery and Corruption Directive which is communicated to all our stakeholders.

We are committed to;

- Conducting our 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, for example, in the Lafarge Africa's Code of Business Conduct;
- Complying 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;
- Implementing and enforcing effective systems to counter the risks of bribery and corrupt practices in the form of gifts and entertainment, reciprocal agreements, favors, 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."

All our 4 cement plants (Ewekoro, Sagamu, Mfamosing, and Ashaka) and 11 Readymix plants have been assessed for risks related to corruption.



Just as **Elephants** are considered the strongest land animal, our Elephant cement is superior in strength.

LH A member of
LafargeHolcim

LAFARGE
Building better cities™

Website: www.lafarge.com.ng E-mail: customerservice.ng@lafarge.com Call our Customer Value Center: 01-2713990

Embedding Sustainability



5 GENDER EQUALITY



4 QUALITY EDUCATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



17 PARTNERSHIPS FOR THE GOALS



Our Sustainability Strategy

At Lafarge Africa Plc., we are aligned to our Group's Strategy 2022 – 'Building for Growth' – aimed at driving profitable growth for our business and safeguarding returns to stakeholders. The strategy consists of four pillars – Growth; Simplification & Performance; Financial Strength; Vision & People.

Our Sustainability ambitions at Lafarge Africa Plc. are driven by the LafargeHolcim sustainability framework. This framework provides us with a measurable pathway to improve our overall sustainability performance, and ultimately guides us through our commitment to create value for

our business and engender positive impact for the society at large. The strategy revolves around the following four pillars – Environment; Climate & Energy; Circular Economy and Community.

Guided by these, we have implemented and have plans to implement multiple initiatives to further embed sustainability in the way we do business in Nigeria.

The following outlines each of our sustainability pillars and corresponding performance results for 2018:

Sustainability Pillars	Ambitions	Indicators	2018 Performance results
 <p>Climate and energy</p>	Reduction of CO ₂ emissions	CO ₂ emitted (kg CO ₂ /t cementitious)	Our net CO ₂ emissions per tonne of cementitious material decreased to 542 kg CO ₂ /tonne, a 5.7% reduction from 2017.
 <p>Circular economy</p>	Increased reuse of waste-derived resources	Quantity of waste reused (M tons)	Utilised 120526 tonnes of waste-derived resources in 2018
 <p>Environment</p>	Reduction of freshwater withdrawal	Freshwater withdrawn (litres freshwater/ton cementitious)	Freshwater withdrawal per ton of product was 248L/ton for cement and 189 L/M3 for ready mix.
 <p>Community</p>	Creation of shared value	Social investment programme and initiatives	Directly impacted over 500,000 beneficiaries within and beyond our host communities.

At the center of this strategy is innovation. We carry out research that helps us develop new, innovative products and solutions that meet the criteria of our sustainability framework and the market's growing demand for sustainable solutions.

Embedding Sustainability

Sustainability ambitions

Nigeria is experiencing high levels of urbanisation, population growth, as well as economic recovery. While these translate to growth opportunities in the cement and building materials industry, we are also faced with the challenges such as large volumes of waste, carbon emissions, and depletion of finite natural resources.

At Lafarge Africa Plc., we are committed to driving our value chain in the direction of sustainable growth. Our sustainability strategy enables us deliver on this commitment and rests on four strategic drivers: Climate

and Energy, Circular Economy, Environment and Community. At the core of these four drivers is innovation – we constantly collaborate with the LafargeHolcim Group to research on best methods and practices for our products and services.

We will continue to deliver innovative products and solutions suited to our local environment and economy that meet strong sustainable growth criteria, to satisfy the growing market demand for sustainable solutions.

Our 2018 Materiality Matrix

Materiality is about identifying the issues that are most relevant to our business and our stakeholders. On an annual basis, we plot the social, economic and environmental issues that are of most concern to our stakeholders against those that present opportunities or pose risks to Lafarge Africa Plc. We consider internal and external factors when assessing how material each topic is to the business and stakeholders. Our assessment of the substantive expectations and interests of our stakeholders is informed by the constant engagement of each business process owner with their respective stakeholders.

The approach for 2018 comprised discussions with a representative sample of external and internal stakeholders by each business process owner. It included the following steps:

Identification

- All material topics were identified by key process owners based on their knowledge of the respective industry, sector initiatives, wider sustainability trends and alignment with the SDGs.
- Stakeholder concerns were collated during key stakeholder group forums through discussions and interviews, all material topics were categorized.

Ranking

- The impact of each material topic on our operations, sales, costs, reputation, etc. were used as a basis to rank business issues, as well as inputs made by stakeholders. Topics were then discussed at a Materiality Review session with the Key Process Owners.

Validation

- The outcome of the materiality review was validated by the respective Key Process Owners and respective stakeholders.



Cement Professional Technicians Programme Beneficiaries Visit the Sagamu Plant

Our 2018 Materiality Matrix

Legend	
1	Health and safety
2	Employee and labour relations
3	Environmental compliance
4	Economic value created
5	Product safety & quality
6	Energy consumption and efficiency
7	Reputation
8	Training and education
9	Dust emissions
10	Anti-bribery and corruption
11	Community engagement
12	Business ethics
13	Packaging
14	Employee wellness, development and engagement
15	Resource efficiency
16	CO ₂ emissions
17	Social investments
18	Diversity and equal opportunity
19	Youth empowerment
20	Quarry rehabilitation
21	Climate change risks
22	Effluents and waste
23	Human rights and discrimination
24	Water contamination



During the material topics selection process for 2018, Lafarge Africa Plc. Key Process Owners came up with ten (10) additional topics (from 2017) that were important to both the business and our stakeholders.

- Product Safety and Quality
- Energy consumption and efficiency
- Reputation
- Community engagement
- Business ethics
- Packaging
- Employee wellness and development
- Resource efficiency
- Social investments
- Climate change risks

This demonstrates the changes in areas of risks and opportunities identified by our stakeholders and the business. We will take actions to embed these areas in our strategy for 2019.

Alignment with International and National Principles

United Nations Sustainable Development Goals (SDGs)¹: Linking the SDGs to our Sustainability Pillars

Lafarge Africa Plc. is committed to partnering with the Federal Government of Nigeria to achieve the United Nations Sustainability Development Goals (UN SDGs). Currently, we contribute directly and indirectly to 15 of the 17 Global Goals.

An illustration of the SDGs we are aligned with and a mapping of how each relates to our specific sustainability pillars is shown below.



¹ United Nations Sustainable Development Goals are a collection of 17 global goals set by the United Nations General Assembly in 2015 as a shared blueprint for peace and prosperity for people and the planet, now and into the future.



Alignment with the United Nations Global Compact

As a Company committed to the highest standards of business practice, we align our value systems and approach to doing business in Nigeria with the 10 Principles of the United Nations Global Compact (UNGC)¹ as illustrated below.



¹ United Nations Global Compact is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support the UN goals.

Alignment with the Financial Reporting Council (FRC) Nigerian Code of Corporate Governance (NCCG)

The Financial Reporting Council (FRC)¹ Nigerian Code of Corporate Governance (NCCG)² 2018 seeks to institutionalise corporate governance best practices in Nigerian companies. **Principle 26 of the Code** recommends practices that enhance environmental, social, occupational and community health and safety. They also centre on successful long term business performance and responsible contribution to economic development.

In the table below, we show how we align with the Sustainability Provisions contained in the code

Recommended Practices in the NCCG		How we align (Page reference)
<p>26.1. The Board should establish policies and practices regarding its social, ethical, safety, working conditions, health and environmental responsibilities as well as policies addressing corruption.</p> <p>26.2. The policies should include the following:</p>	26.2.1. the Company's business principles, practices and efforts towards achieving sustainability;	24
	26.2.2. the management of safety issues including workplace accidents, fatalities, occupational and safety incidents;	79
	26.2.3. plans and strategy for addressing and managing the impact of serious diseases on the Company's employees and their families;	81
	26.2.4. the most environmentally beneficial options particularly for companies operating in disadvantaged regions or regions with delicate ecology, in order to minimize environmental impact of the Company's operations;	56
	26.2.5. the nature and extent of employment equity and diversity (gender and other issues);	76
	26.2.6 training initiatives, employee development, and the associated financial investment;	76
	26.2.7 opportunities created for physically challenged persons or disadvantaged individuals;	In progress
	26.2.8 the environmental, social and governance principles and practices of the Company; and	23
	26.2.9 corruption and related issues.	20

¹ Financial Reporting Council is responsible for among other things, developing and publishing accounting and financial reporting standards to be observed in the preparation of financial statements of public entities in Nigeria; and for related matters.

² The Nigerian Code of Corporate Governance 2018 sets out standards of good practice in relation to issues such as board composition and development, remuneration, accountability and audit, and relations with shareholders.

TURNING THE SPOTLIGHT ON

Lafarge Africa Plc. on the Global Stage at the United Nations

In recognition of our contributions to sustainability in Nigeria and globally, Lafarge Africa Plc. was invited as the only private sector representative to the United Nations High-Level Political Forum (UNHLPF)¹ on Sustainable Development at the UN Headquarters, New York.

Our Chairman, Mr. Mobolaji Balogun had the distinctive opportunity to represent the Company on the panel, which sought to provide deliberation on the theme: "Transformation Towards Sustainable &

Resilient Cities in Africa: Implementing SDG 11."

He was joined at the session by the Senior Special Assistant to the President on Sustainable Development Goals (SDGs), Princess Adejoke Orelope-Adefulire; Deputy Secretary-General of the United Nations and former Minister of Environment of Federal Republic of Nigeria, Dr. Amina Mohammed; Executive Director, UN Habitat, Ms. Maimunah Mohd Sharif, Chairman of Positive Planet Foundation, Jacques Attali, and the representative of the EU President.

GRI 102-44



Mr. Mobolaji Balogun, Chairman, Lafarge Africa Plc. representing LAP at the UN High Level Political Forum, New York.



Mr. Balogun flanked by Princess Adejoke Orelope-Adefulire, Senior Special Assistant to the President on Sustainable Development Goals (SDGs) and Dr. Amina Mohammed, Deputy Secretary- General of the United Nations and former Minister of Environment of Nigeria.

The Forum provided an opportunity to share Lafarge Africa's experience and best practices with other Nigerian, African and global high-level stakeholders, particularly as Lafarge Africa was the only corporate organisation to represent the private sector in Nigeria. We showcased how our initiatives in Geocycle, efforts to reduce CO2 emissions, advocacy & partnership, and the LafargeHolcim Awards for Sustainable Construction all come together to contribute to sustainable and better cities.



¹ The United Nations High-Level Political Forum is responsible for the review and follow up of the 2030 Agenda for Sustainable Development (the SDGs) at the global level.

Partnerships for Sustainable Growth

We consider partnerships crucial to achieving our business objectives and our sustainable development ambitions. We seek collaboration with organisations that share similar visions and goals for sustainable growth, have a common understanding of what actions need to be taken, and are committed to continually innovating to ensure progress is made.

These partnerships afford us opportunities to mobilise and share knowledge, expertise, technologies and financial resources to support the achievement of our collective sustainability ambitions.

The following are some of our key partnerships for sustainable development in Nigeria

Private Sector Advisory Group (PSAG - SDGs¹) Nigeria

Lafarge Africa Plc. is a member of the Private Sector Advisory Group in Nigeria. The PSAG brings together international leaders of the private sector in driving the Sustainable Development Goals.

Lafarge Africa is co-lead of the cluster that drives “SDG 11 – Sustainable Cities and Communities. Through this team, we are tasked with the responsibility of implementing innovative infrastructural solutions that help achieve the UN SDGs across Nigeria in partnership with the Federal Government.



- Manufacturers Association of Nigeria(MAN)
- Cement Manufacturers Association of Nigeria (CMAN)

¹ SDGs - Sustainable Development Goals

We have also highlighted below, some of the international partnerships we belong to, through our Group – LafargeHolcim



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.



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.



LafargeHolcim is a member of the GRI 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 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 mobilise all stakeholders, including member states and non-state actors from the Buildings and Construction sector to scale up climate actions in the sector.



The Carbon Disclosure Project (CDP) drives global disclosure of environmental performance. In the 2018 CDP ranking on climate change, LafargeHolcim received a "B" ranking.

Sustainability Risk Management

Our Risk Management framework is our systematic approach to identifying, assessing, managing and monitoring risks that can affect our ability to achieve our objectives. At Lafarge Africa Plc., we are strategic about managing our risks, and every year, we reassess these risks and redefine action points to address them. Our approach to mitigating against identified risks is clearly documented and described as our "Risk Action Plans".

Our Directors are "Risk Owners" within Lafarge Africa Plc. who play critical roles in identifying risks that fall within the business processes they lead, to ensure that action plans to address identified risks are diligently executed. The Internal Audit Department in the company follows up with the respective risk owners quarterly to reassess risks, track performance, and identify required next steps.

We track our business risks through our Business Risk Management (BRM) Country Risk Assessment framework. The framework captures specific risks and their risk classes, risk definitions, comments on the risk areas, actions required to reduce the risk exposures, action owners and our overall risk models.

In 2018, we identified a total of 41 risks, key amongst which are shown below:

Corporate Citizenship
Crises Management
Cybersecurity
Quarry Management
Emerging Risk
Procurement Risks
Security

Energy
Tax
Logistics
Health & Safety
Energy
Permits
Emissions to Air, Soil and Water

As shown of the risks identified above, we pay attention to sustainability risks, as these remain a critical consideration for us when making business and operational decisions. The Internal Audit team tracks our performance with respect to identified sustainability risks, and reports to the Board through the Risk Management and Ethics Committee.

The Board of the Company maintains oversight over the Company's overall risk management framework, and ensures alignment between the Company's overall risks and strategy for the year.

To further underpin our commitment to risk management, we have embedded a robust crisis management system, which is driven by our Crisis Management Team. This system comprises of the following; Crisis Management Plan, Emergency Response Plan, Business Continuity Plan, and our Evacuation Plan.

We continue to put the necessary resources, systems and competencies in place that builds our capacity to effectively manage crisis if they occur.

Ready Mix




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E-mail: customerservice.ng@lafarge.com

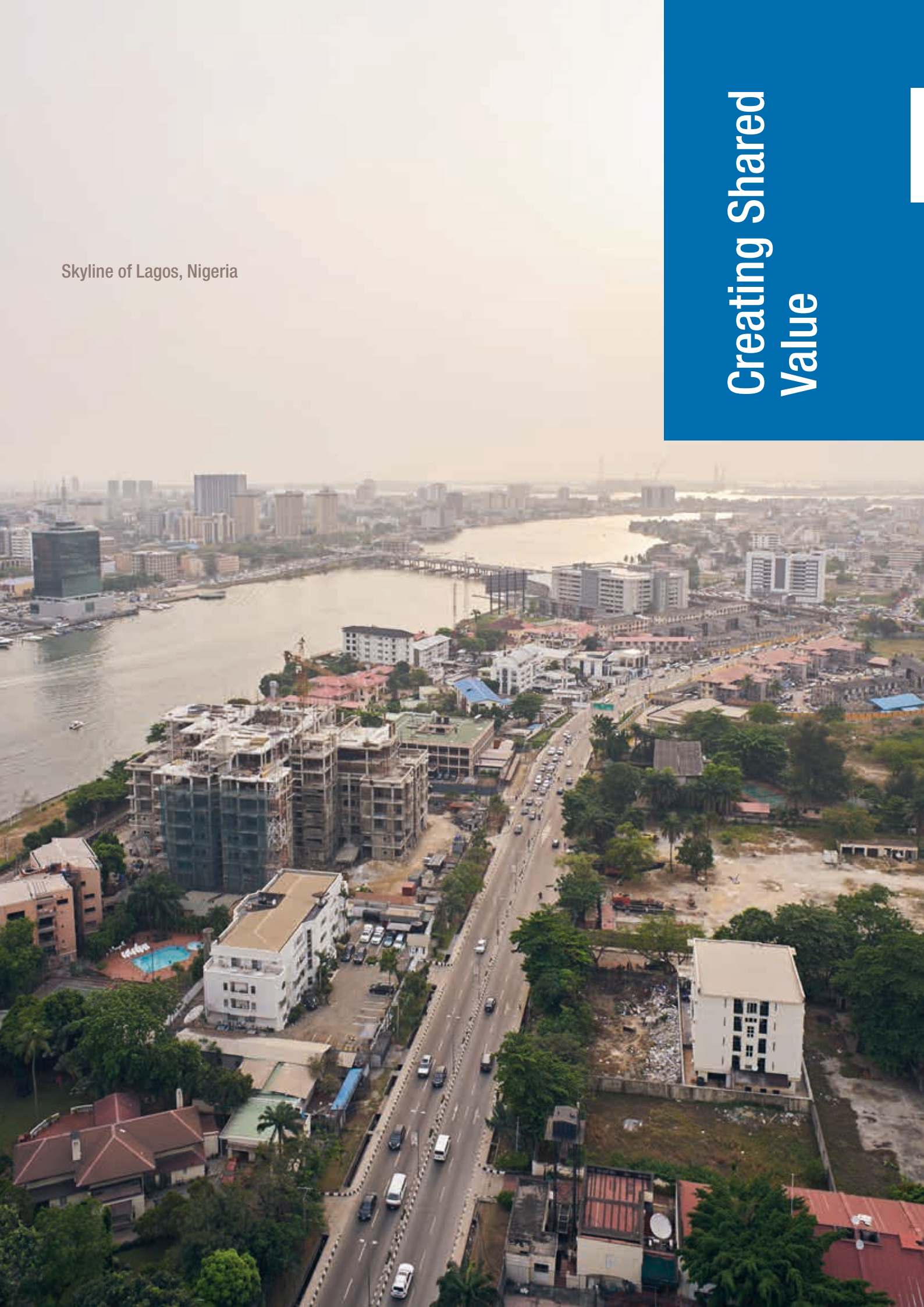
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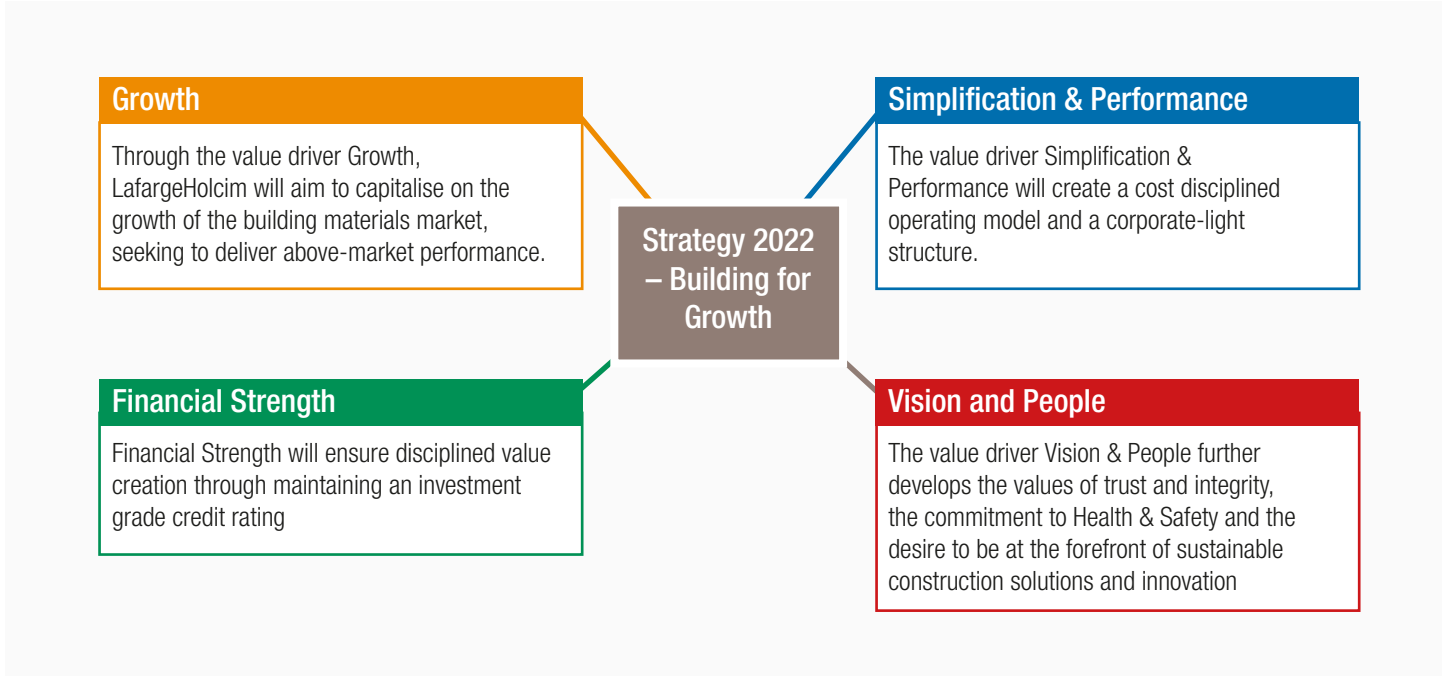
Skyline of Lagos, Nigeria

Creating Shared Value



Financial Scorecard and economic contributions

Creating shared value for our people, communities, and stakeholders remains one of our most prioritised goals. We constantly assess our financial health against predefined Key Financial Indicators (KFIs), and strategise to stimulate financial growth that yields impressive rewards for our shareholders, employees, local communities and the Nigerian economy at large. LafargeHolcim's 2022 Strategy – Building for Growth, to which we are aligned, provides us with the momentum required to achieve this goal. This strategy is based on the four value drivers of **Growth, Simplification & Performance, Financial Strength and Vision & People**.



Engaging shareholders during the 2018 Shareholders' Forum

We are making concerted efforts at ensuring that our business activities and financial performance at Lafarge Africa Plc., reflects the specific targets of this strategy. This is important to us because when we thrive as a business, we are able to create shared value, improve the standard of living for more people and by extension, support the Government in driving Nigeria's economic growth.

Summary of financial information for the year ended 31 December 2018

Lafarge Africa Plc

Consolidated and Separate Statements of Financial Position as at

	Notes	Group		Company	
		31 Dec 2018 N'000	31 Dec 2017 N'000	31 Dec 2018 N'000	31 Dec 2017 N'000
ASSETS					
Non-current assets					
Property, plant and equipment	16	394,488,764	393,661,934	291,776,732	292,872,779
Intangible assets	17	6,194,618	2,634,326	3,204,606	-
Investments in subsidiaries	18.1	-	-	178,923,632	182,088,406
Other financial assets	19	1,301,148	1,682,622	1,134,609	1,666,738
Other assets	21	16,671,760	20,803,113	16,073,467	14,984,747
Deferred tax assets	14.8	28,720,032	17,614,432	27,960,907	16,333,384
Total non-current assets		447,376,222	436,186,427	518,062,642	507,836,054
Current assets					
Inventories	22	47,166,621	68,266,466	28,921,467	39,067,831
Trade and other receivables	23	21,163,994	26,110,116	11,167,706	16,930,970
Current tax assets	14.6	668,291	917,797	-	-
Other assets	21	10,694,409	16,162,092	8,661,903	10,679,606
Other financial assets	19	1,140,966	692,638	606,230	326,636
Derivative assets	20	96,673	640,091	96,673	640,091
Cash and cash equivalents	24	12,660,697	60,414,767	10,177,776	41,698,864
Total current assets		93,380,441	151,103,857	59,629,654	108,333,886
Total assets		540,736,663	587,290,284	577,692,296	616,169,940
LIABILITIES					
Non-current liabilities					
Loans and borrowings	30	172,373,209	68,716,378	144,391,743	64,900,767
Deferred tax liabilities	14.8	10,200,112	11,026,943	-	-
Provisions	31	3,646,761	3,472,388	618,970	909,320
Deferred income	32	2,697,602	1,618,467	1,466,770	1,618,467
Employee benefit obligations	33	4,729,183	4,916,931	1,611,411	1,616,733
Total non-current liabilities		183,545,857	89,649,107	148,077,894	68,945,277
Current liabilities					
Trade and other payables	34	80,637,816	113,000,180	49,921,178	69,930,064
Loans and borrowings	30	93,833,860	187,831,682	106,686,719	190,724,679
Current tax liabilities	14.6	1,166,231	3,261,626	201,199	1,644,949
Provisions	31	1,281,247	1,166,217	846,328	896,268
Derivative liabilities	20	244,176	4,212,406	244,176	4,212,406
Deferred income	32	316,462	110,732	110,732	110,732
Bank overdrafts	24.2	36,280,946	31,081,780	16,862,346	16,037,780
Total current liabilities		212,649,717	340,654,422	173,870,677	282,455,768
Total liabilities		406,195,574	430,303,529	321,948,571	351,401,045
EQUITY					
Share capital	26.1	4,336,716	2,787,888	4,336,716	2,787,888
Share premium	26.2	360,946,748	222,272,108	360,946,748	222,272,108
Retained earnings		138,272,366	160,267,666	92,140,223	100,970,988
Deposit for shares	27	-	130,416,872	-	130,416,872
Foreign currency translation reserve	28	9,364,261	9,936,643	39,103	39,103
Other reserves arising on business combination and re-organisations	29	(368,683,312)	(368,683,312)	(191,718,064)	(191,718,064)
Capital and reserves attributable to owners		134,235,767	156,886,755	255,743,725	264,768,895
Non-controlling interests	18.3	306,322	-	-	-
Total equity		134,541,089	156,886,755	255,743,725	264,768,895
Total equity and liabilities		540,736,663	587,290,284	577,692,296	616,169,940

The accompanying notes and significant accounting policies on pages 21 to 103 form an integral part of these financial statements.

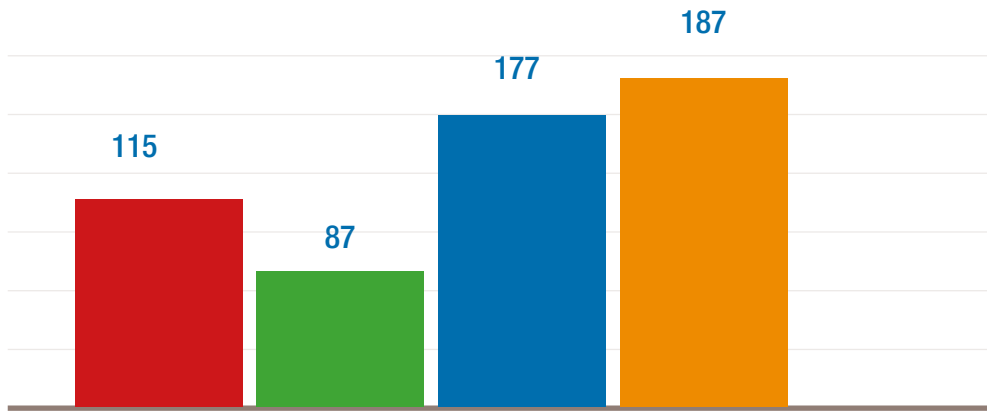
These financial statements were approved and authorised for issue by the board of directors on 18th June 2019 and were signed on its behalf by:


Modolaji Balogun
 Chairman
 FRC/2013/CISN/00000004945

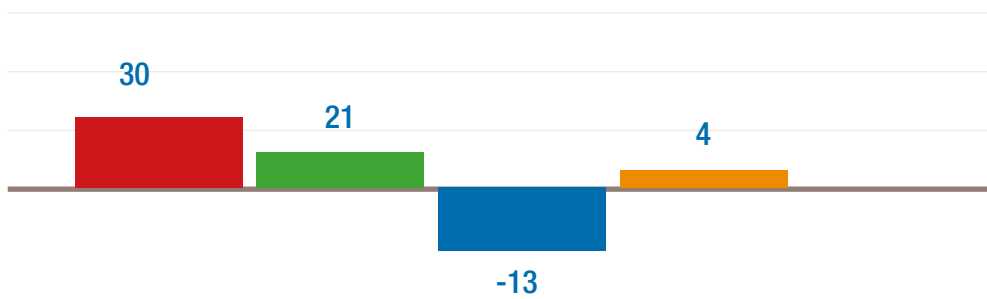

Michael Pucharcos
 Group Managing Director
 FRC/2017/IODN/00000015919


Bruno Bayet
 Group Chief Financial Officer
 FRC/2014/MULTI/00000009554

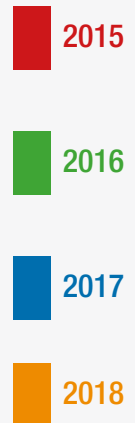
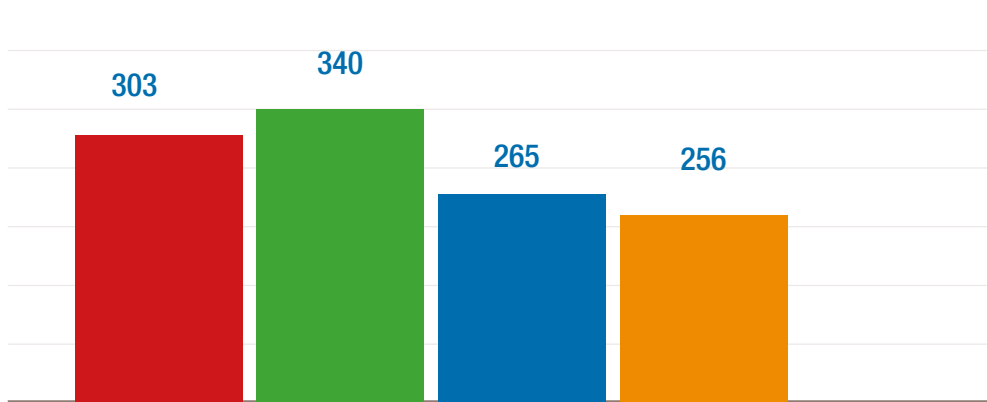
Revenue (N'billion)



Profit after tax – N'billion



Shareholder Equity – N'billion



Note - All data represented in these graphs are for the Nigerian company of Lafarge Africa Plc.

Direct Economic Value Created and Distributed

Our business plays a vital role in the economic development of Nigeria. These impacts are far-reaching and they span through our contributions to Nigeria's infrastructural development; the jobs created across our value chain; our contributions to the Internally Generated Revenue (IGR) of States and Federal governments; empowerment initiatives for Nigerians and other social investments amongst others.

Invariably, the more business successes we record, the more we can make profound economic contributions in Nigeria.

Particulars	FY '16	FY '17	FY '18
	NGN (million)	NGN (million)	NGN (million)
Direct Economic Value Generated ¹	103,632	182,460	189,653
Revenue from operations	87,198	177,170	187,043
Other income	16,433	5,289	2,610
Operating costs	77,683	179,379	165,936
Employee wages & benefits	64,236	134,235	117,646
Payment to provider of funds	6,915	15,875	16,053
Payment to Government	6,532	28,332	32,152
Economic value retained ²	-	938	85
	949	3,081	23,718

¹ Economic value generated are revenues calculated as net sales plus revenues from financial investments and sales of assets.

² Economic value retained is the difference between direct economic value generated and economic value distributed.



Country Chief Executive Officer, Michel Puchercos, Commercial Director and her team at an event to reward high achieving Channel Partners

As shown in the illustration below, our economic development actions align with some of Nigeria's economic development policies and agendas. Our actions in these aspects help us create sustainable economic value for our host communities and the Nigerian society in effect.

National agenda to reduce the rate of unemployment in Nigeria



Nigeria's Vision 20:20:20¹

Infrastructure Development Support

- Our cement plants have a combined capacity of 10.5 MTPA across our operations providing high quality cement for the infrastructural needs of over 100 million Nigerians.
- Lafarge Africa Plc. provided electrification support in our host communities with the deployment of transformer sub-stations at our Ashaka and Sagamu plants
- Lafarge Africa Plc. supported infrastructural projects like roads, bridges, clinics, schools amongst others. We are convinced that these infrastructure go a long way to advance the economic realities of the benefitting communities. In 2018, we expended a total N140,400,000 on these infrastructure development initiatives.

Minimum wage

Youth Economic Empowerment

Lafarge Africa Plc. continues to create empowerment opportunities for young and middle-aged indigenes in our host communities. In 2018, we upskilled young people with capacity building programmes such as:

- Construction of a Skills and Vocational Centre in Gombe state
- Engagement of 200 selected youth through Youth Leadership, Entrepreneurship & Development projects in the South-East
- Technology training at our IT Centre in the Southwest
- Artisan training across all our locations
- Donation of tools such as sewing machines, grinding machines, motorcycles and tricycles etc. to trained individuals in the Southwest

Nigeria's Local Content Law

Job Creation

- In Nigeria, we create over 1000 direct and indirect jobs through our supply chain and employee spending multiplier effect.
- Lafarge Africa Plc. has made an investment of several millions of naira in our driving institute which builds capacity for local drivers while creating jobs in local communities. Also, we have launched the Cement Professional Technician Programme (CPTP), which seeks to equip beneficiaries with required skills in the Cement Manufacturing Process.

Economy Diversification Agenda

Support for Medium Scale Enterprises (MSEs)

- The purchase of raw materials for our production, which are mostly done locally, presents us with opportunities to support SMEs with their growth ambitions. Some of our procurement needs are reserved for these small businesses as a way to help them thrive.
- We partner with our bankers to provide lower credit rates for our trade partners – distributors and retailers, as a way of helping them grow.

TURNING THE SPOTLIGHT ON

Agricultural Ecology Intervention

In agrarian communities like those in Gombe State, agricultural transformation is crucial to ensuring an improved socio-economic landscape and overall standard of living for residents of the community. This transformation has huge potentials to bring about poverty reduction, improved nutrition, and food security. In line with this, Lafarge Africa Plc., through its subsidiary; Ashaka Cement, launched the “Agricultural Ecology Intervention” in 2017. This initiative presents us with an opportunity to support the Nigerian government in addressing the interlinked challenges

of poverty, food security and climate change.

The Agricultural Ecology Intervention is executed in collaboration with agriculture experts and the National Agricultural Extension and Research Liaison Services (NAERLS) in Ahmadu Bello University, Zaria. Other important stakeholders are collaborating on this initiative are the Ministry of Agriculture, local government authorities, emirs and community leaders, as well as farmers’ associations.



Ashaka, Gombe State

The following are the specific support structures and practices which we have instituted for benefitting smallholder farmers:

- Capacity building trainings
- Support in adopting agricultural innovations and more efficient agricultural practices
- Support with fertile land for farming
- Real-time expert guidance for farmers through the planting cycle
- Business support and guidance to ensure profitability for farmers

Primarily, we empower small scale farmers with required skills, resources and technical support that help foster increased productivity and economic yields. With the results we have seen within our first year of operation, we believe that the ripple effect of this intervention on the socio-economic landscape of the benefitting communities will be astounding.

The Agricultural Ecology Intervention has led to higher productivity for benefiting farmers and the following are some of the successes recorded in 2018.

Improved agricultural yields and more profits for benefitting farmers

Training

- Across 7 villages, we trained 600 farmers on best practices in seed selection, planting techniques and crop-mixing for bio-pest control.
- These villages are - Bajoga; Lariski, Darumpa, Malari.; Ashaka Gari Uwar kungiya; Badabdi Village; Jalingo Ashaka; Gongila and Juggol; and Bage Village.

Seed usage optimization

- In 2018, we recorded a 30% reduction in seed usage, based on new planting techniques.

Fertilizer use

- 40% reduction in fertilizer usage as a result of smarter farming methods

Greenhouse Farming¹

- Greenhouse farming systems were introduced to help farmers minimise the risk of pest attacks

Agricultural Innovation

- We successfully deployed the 'three-season' farming system, which ensures that benefitting farmers have yield all year round
- Two new crops introduced (Irish potatoes and sesame)
- We supported farmers with the introduction of high plant varieties like - maize, tomatoes, and sorghum.

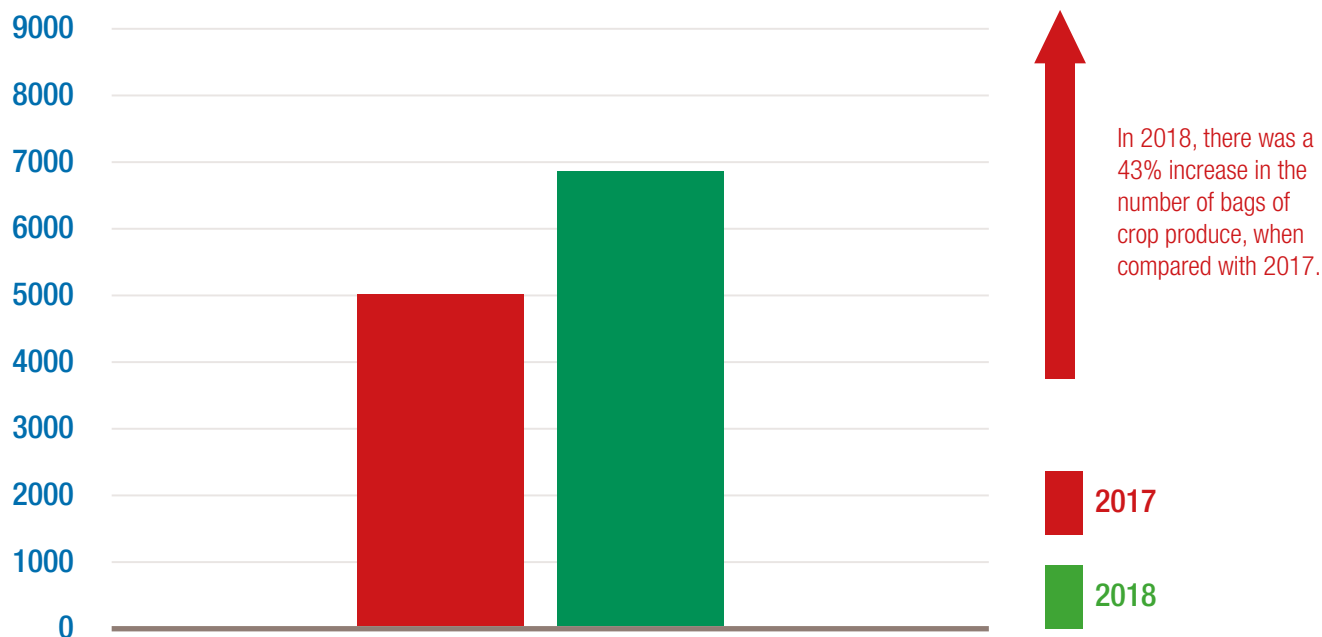


This initiative also helps us drive our circular economy ambitions in Gombe state. We utilize Rice husks obtained through this intervention as Alternative Fuels in our Kilns. This is an indication that beyond its potentials to create wealth for people and communities, our Industrial Ecology intervention also embodies huge potentials that will indirectly help us better manage our impacts on the environment.

Beneficiaries of the Agricultural ecology intervention span 6 villages and several crops.

¹ Greenhouse farming is farming that is done within the confines of a greenhouse. A greenhouse is a structure made primarily of transparent or translucent materials in which plants that require regulated climatic conditions are grown.

Product yield (counted in bags)



Farmers	Hectares	2017	2018
343	995.1	4,922 bags of crops	7,034 bags of crops

We are creating value by unlocking the economic potentials of small scale farmers in Gombe State. Farmers are learning farming techniques and standard farming practices that will help them sustain profitable growth.



Ashaka, Gombe State

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Building better cities™

Climate and Energy

Ewekoro Line 1, Ogun State



CO₂ Emissions Performance

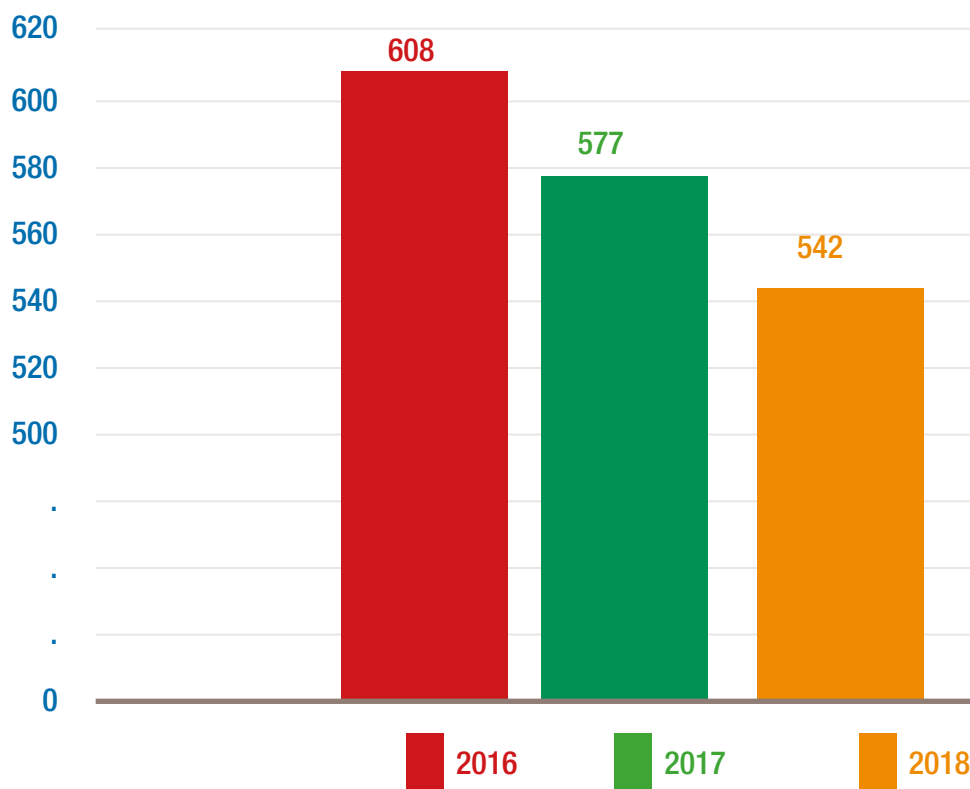
At Lafarge Africa Plc., we continuously explore new strategies and technologies that help us reduce CO₂ emissions within our manufacturing process. By taking active steps to reduce our CO₂ emissions, we are significantly contributing to the global ambition of making the world “greener” and protecting the environment from the risks and effects of further change.

Our CO₂ emissions monitoring and assessment processes are strengthened per time. We measure our CO₂ emissions per site, and data is captured in the iCare@LH report.

In this section, we highlight the major sources of CO₂ emissions in our cement manufacturing process and our efforts at keeping them within group baseline and targets.

	Description	What we do
Calcination	- Chemicals reaction that occurs when the raw material (limestone – CaO ₃) is converted into lime –CaO, used for clinker in the kiln at a very high temperature.	Clinker factor management, which enhances our assessments for improvement; partial substitution of clinker in our final cement products with alternative mineral components such as fly ash. This reduces the carbon emissions from mining new resources and emissions from the chemical process of calcination.
Fossil fuel burning	Burning of fuels required to heat kilns to the high temperatures needed for the calcination process.	In 2018, we continued with our focus on thermal substitution rates (use of alternative fuels like biomass) within our manufacturing process. This low carbon fuel serves a replacement of fossil fuel that provides energy needed to operate the kilns.
Raw materials transporting	Fuel needed for equipment to mine and transport raw materials	The farther the distance of our mines to our plants, the more the CO ₂ we will emit while transporting them. In the light of this, we use conveyors in transporting materials from the quarry to the plant, eliminating CO ₂ from equipment use.

Specific CO₂ emissions (kg/tonne of cementitious material)



In 2018, our net CO₂ emissions value is 542kg per tonne of cementitious material - which is about 5.7% reduction when compared with the CO₂ emitted in 2017.

¹ iCare is Lafarge's internal data gathering and reporting technology tool

Other CO₂ and fuel consumption statistics for 2018

Kiln Fuel Consumption	Consumption across all plants (tonnes)	Average CO ₂ Emission factor (kg CO ₂ /G.J)
High Speed Diesel (HSD)	193	74
Coal (Indigenous)		
Coal (Imported)		
Pet Coke	9,328	96
Ultra) Heavy Fuel	11,216	77.4
Lignite	102,707	101
Biomass	81,585	56.1
Industrial Waste	205	110

Non-Kiln Fuel Consumption	Consumption across all plants (tonnes)	Average CO ₂ Emission factor (kg CO ₂ /G.J)
Gasoline	275	69.3
Diesel Oil	7,472	74.1
Natural Gas	30,344,254	56.1

Diesel Oil - t CO ₂ emission factor of electricity bought from external provider (kg CO ₂ /MWh)	412
Electricity consumption up to and including clinker production (MWh)	282,453



Sagamu Plant, Ogun State

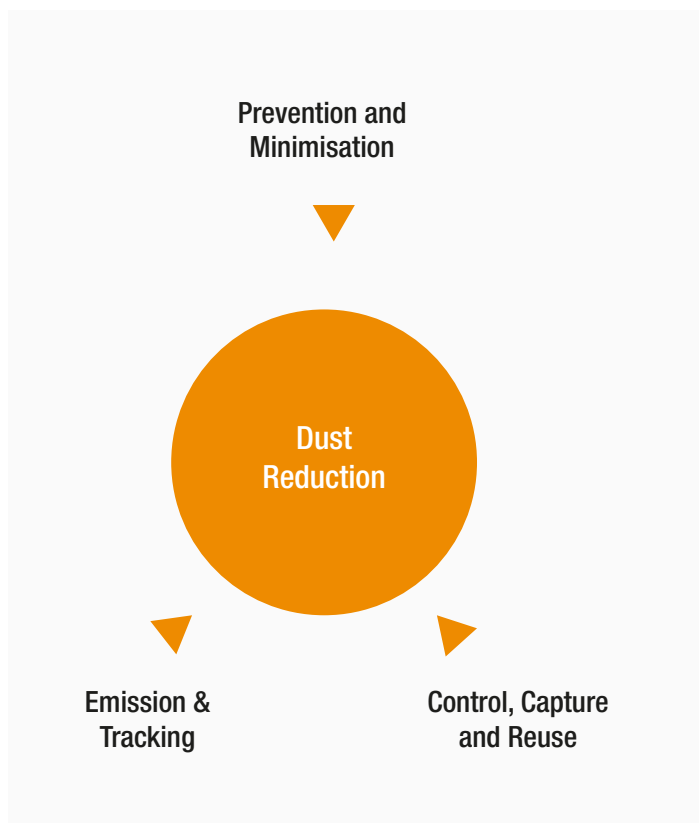
Dust and other Emissions Control

In the cement manufacturing process, dust emissions originate mainly from the raw mills, the kiln system, the clinker cooler, and the cement mills. Dust is generated at multiple phases of cement production like – abrasion, crushing, uploading, handling, etc. of cement across our cement plants - dust blown by wind from the raw-materials stockpile, dust caused by vehicular traffic within the factory, dust leakage from conveyors, etc.

Reduction and capture of fugitive dust emissions has remained one

of the focal points of our environmental stewardship. This is especially important to us because uncontrolled dust emissions can cause severe negative impacts on the environment, and affect the cardiovascular and respiratory health of the people that work for us.

We have implemented robust dust reduction initiatives across our plants, and have continued to explore ways and opportunities to further consolidate on our gains and ensure an improved dust management performance.



Prevention and Minimisation

We are deliberate about reducing transportation around the plants by using conveyors for transportation and in a case where we have to use vehicles, we utilise large vehicles that can take more with less travel time. We have put in place measures to reduce the height in the fall of materials during cement production, to reduce the dust generated in the process.

Emissions Tracking

Across all our plants, we have deployed online dust emission monitors for the kiln stacks, for continuous and real-time measurement of our dust emissions performance. The tracking reports are useful for our internal monitoring and assessments, and also for examination by environmental regulators.

On a quarterly basis, spot emission measurements are done by accredited consultants as required by the law, and reported to the National Environmental Standards and Regulations Enforcement Agency (NESREA) and the Ministry of Environment across different States.

Control, Capture and Reuse

The bag filter system is continuously used as an efficient industrial solution to improve our dust emission performance. The bag filter captures dust particles, releasing only filtered air into the environment. The dust particles are channeled into hoppers to be rechanneled into the kiln process for efficient material utilization.

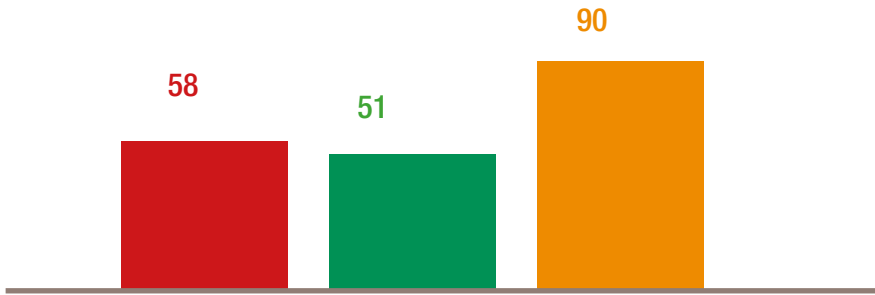
Dust emission reduction is also ensured by regular maintenance of de-dusting equipment, preventive maintenance on kilns and bag filters, and maintenance of minimum stock reorder level of dust control equipment spares.

In 2018, there was a complete replacement/overhaul of Ewekoro kiln 2 bag filters and cages which is designed to reduce dust emission. We expended over 255,300,000 Naira (about 709,121 USD) on the project. A total of 6,480 filter bags and cages were replaced in the complete overhaul of bag filters and cages replacement.

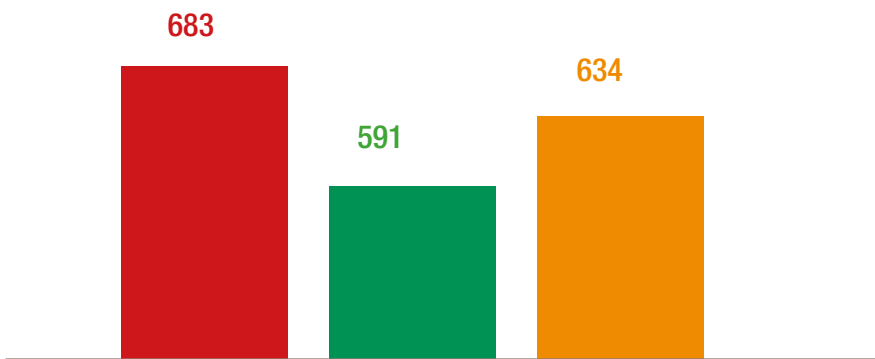
This further reiterates our commitment to reducing dust emission within our manufacturing process.

Air emissions performance data

Specific dust emission (g/tonne of cementitious material)



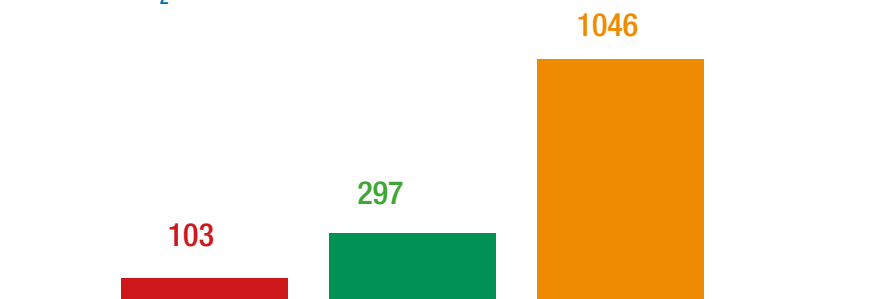
Specific NO_x emission (g/tonne of cementitious material)



Specific VOC emission (g/tonne of cementitious material)



Specific SO₂ emission (g/tonne of cementitious material)



2016 2017 2018



Ewekoro Line 2, Ewekoro, Ogun State

Overall Carbon Footprint¹ Reduction

Carbon emissions from business and manufacturing processes impact climate change and it is critical that businesses take actions at reducing the overall carbon footprint across key business processes, joining the global efforts against climate change. As a company that has environmental sustainability at its heart, this all-important responsibility

resonates well with us.

We have introduced and implemented carbon reduction initiatives across some of business process and operations. Some of these are identified below -

Energy and Process Optimization

- Partial substitution of clinker used in the composite cement production process with materials that have binding properties. This helps us reduce the amount of natural resources (fuel and raw materials) required per tonne of cement produced.
- Shift from the use of conventional coal and gas-fired power sources to renewable sources like pretreated waste and low carbon fuel.
- Continuous investments are being made towards ensuring that we improve our processes for efficiency and increased capacity to do more with less.
- Lafarge's "Zero Waste" ambition is driven through our Geocycle function. Geocycle helps us contribute to the overall reduction in greenhouse gas emissions and natural resource conservation.



Transport Efficiency

- Lafarge Africa Plc. has more than 32 pool vehicles across the business, and all employees are eligible to use these vehicles in line with our predefined eligibility car policy.
- Our employees have access to staff buses from strategic locations to the plants or major offices.
- The purchase of vehicles with low CO2 emissions and the use of buses instead of cars are some of the deliberate steps we have taken to reduce our carbon footprint.
- Virtual meeting platforms have been utilised as viable alternatives to physical travel for meetings. Hangout video calls, Webex applications and teleconferencing gadgets are some of the investments we have made in this regard.



Targeting Monitoring

- Our process teams monitor our overall energy consumption. These teams have predefined energy targets/limits that are closely monitored for different operational units and departments within the plants. This way, our people are more accountable for their energy consumption results.
- To help us steadily progress towards our ambition to reduce our carbon footprint across our key business processes, we track and report our power and energy performance records.



Overall reduction in our Carbon footprint

LafargeHolcim cement is among the most carbon-efficient in the world.



Conveyor Line, Mfamosing Plant

¹ Carbon footprint is a direct measure of greenhouse gas emissions (expressed in tonnes of carbon dioxide [CO2] equivalents) caused by a defined activity. At a minimum, this measurement includes emissions resulting from activities within the control or ownership of the emitter and indirect emissions resulting from the use of purchased electricity.

Circular Economy



Young indigenes offloading palm kernel shells to be used for alternative fuel at Ewekoro, Ogun State

Transforming Waste into Resources

The global challenge of waste management presents us with a valuable opportunity to create shared value. We see opportunities for value creation in waste materials, hence our commitment to transform waste into resources and engender a “zero waste” future.

Waste materials are coprocessed as alternative energy and raw materials for different aspects of our cement manufacturing process. For example, we inject agricultural waste (biomass) into our cement kilns as an alternative energy source. By transforming waste into resources, we are not only making valuable contributions to addressing a pressing global challenge, we are also helping to sustain the environment.

Our commitment to creating value from waste materials and transforming them into resources takes us closer to our goal of engendering a “zero waste” future.



Employees during a cement production cycle in Sagamu Plant



Alternative energy and Material resource use

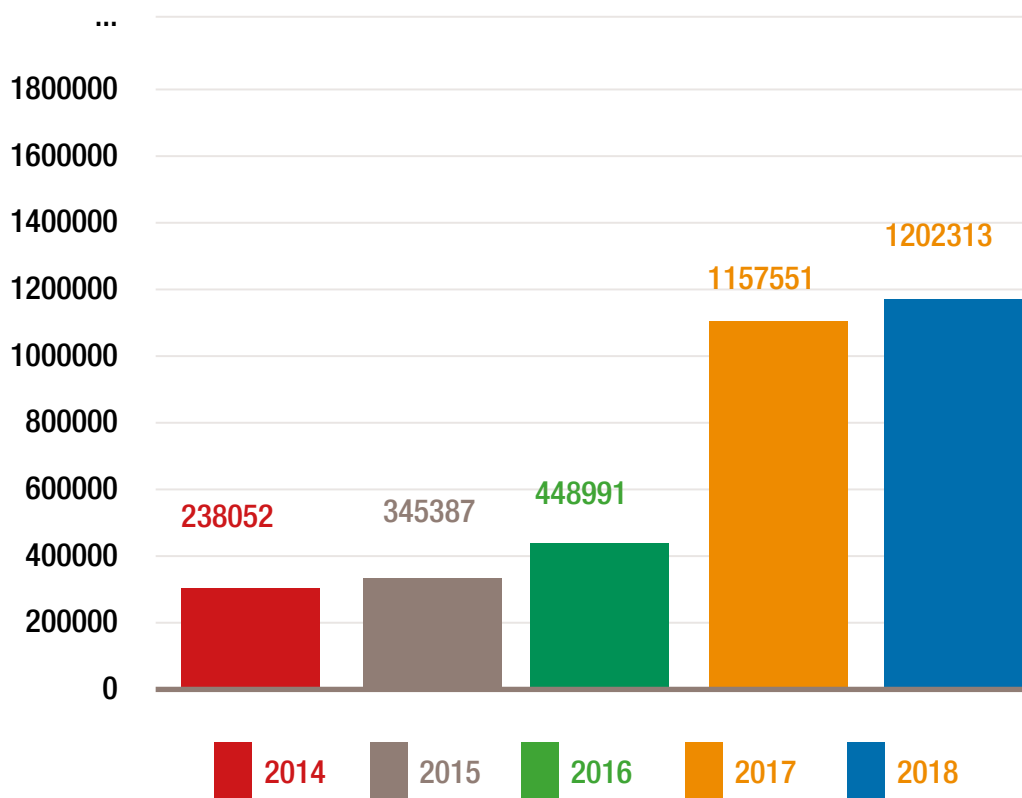
The continued substitution of fossil fuels with alternative fuels within our cement manufacturing process has over time helped us create value that transcends immediate profitability for our business, to aligning with the global priority of sustaining a “green world”. In specific terms, alternative fuel usage enhance the conservation of non-renewable resources, help address the growing challenge of waste management, and also engenders significant reductions in energy costs and Co2 emissions.

Lafarge Africa works closely with our Research and Development team based in Switzerland to explore alternative fuel options that do not fall below our defined threshold for quality. In 2018, we continued to leverage on the successes recorded with fossil fuel substitution in 2017, and we have remarkable success stories to tell in this light.

Alternative fuels used between 2014 and 2018

Year	Quantity Consumed (tons)
2018	81,790
2017	74,005
2016	31,464
2015	24,323
2014	16,172

Increasing the percentage of alternative materials used within our cement manufacturing process is important to us, and we continue to explore opportunities to significantly increase the quantity of these materials used, without impacting on the integrity of our products.



In 2018, we were awarded the SERAS CSR –Africa Awards¹ Best Company in Clean and Affordable Energy for our commitment to using alternative, clean fuels.

¹ Sustainability, Enterprise and Responsibility Awards is a recognition of the work of organisations around corporate social responsibility (CSR) and Sustainability to society, which allows society to in turn assess and rate the performance of participating companies.

TURNING THE SPOTLIGHT ON

Geocycle - For a Zero Waste Future

As a further demonstration of our commitment to preserving our planet's future, we launched our sustainable waste management solution, Geocycle for Nigeria, in 2018, which is Nigeria's first full-fledged professional waste management service provider. Through Geocycle, we source and co-process wastes from different sectors in a sustainable manner.

Geocycle adopts co-processing as its waste treatment technique. This process utilizes waste as substitutes for fossil fuels and finite natural raw material in the industrial process of cement production. The waste types used for co-processing include amongst others - Hazardous and non-hazardous waste streams such as **biomass, waste tyres, industrial waste, municipal waste, waste oil.**

Lafarge Africa Plc. had begun waste utilization as an alternative energy source as far back as 2013. Geocycle has recorded remarkable growth, growing from 9,797 tons of waste in 2013, to a combined volume of 157,963 tons in 2017 and 2018.

In expanding our capacity to pre-process more waste, we finalised processes for the construction of a larger pre-processing facility in our Ewekoro II plant. This facility is designed to allow for shredding and blending of various solid waste, used tyres etc. before co-processing in the cement kiln.

Our Geocycle operation is established in southwest Nigeria and used across our plants in Sagamu and Ewekoro. In 2018, our Ashaka plant also concluded processes to introduce rice husk as an alternative energy source through co-processing.

Remarkable growth level was recorded within the early months of Geocycle in our Ewekoro Line I plant. The baseline target was for the co-processing facility to achieve a maximum of 20% Thermal substitution rate (TSR) from commissioning period in September, 2016 through year 2017. The co-processing facility recorded a fast ramp-up to over 40% TSR from November 2016 to date.

To attain our ambitions, we are exploring partnership opportunities with the Lagos State Waste Management Agency (LAWMA) and Ogun State Ministry of Environment to pre-treat municipal solid waste into usable fuel, and ultimately, produce Refuse Derived Fuel (RDF)



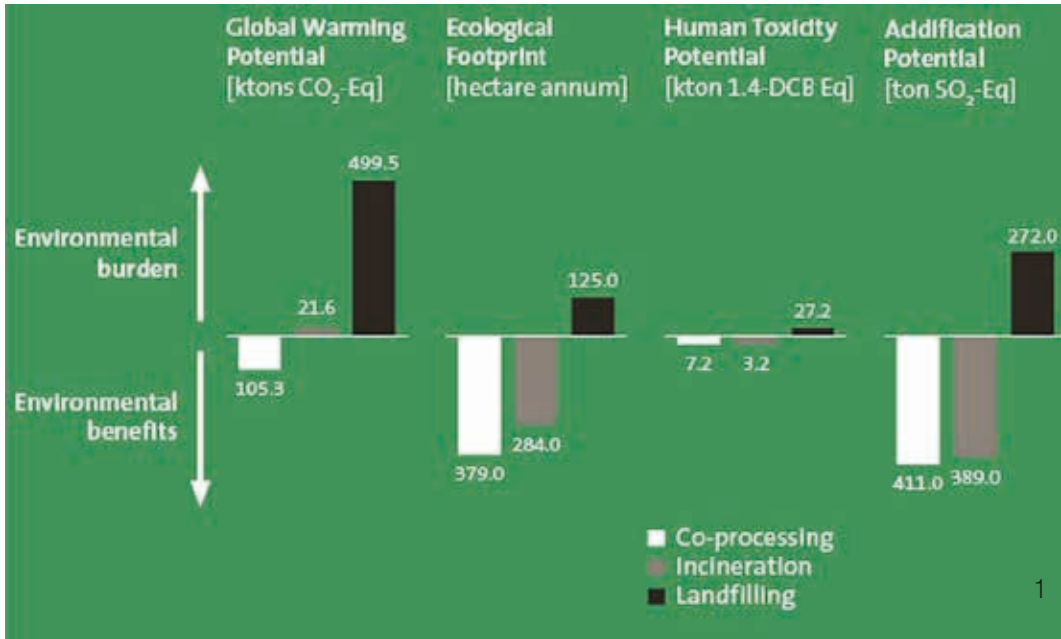
How Geocycle helps us create shared value

Geocycle operations present us with a valued opportunity to contribute towards a regenerative, circular economy that closes resources cycles. We have below categorised the specific impacts we create across Economic, Environmental and Social considerations

Environmental Benefits

- Minimization of extraction of virgin raw materials (like coal, crude oil, gas, gypsum, limestone, clay, etc.) from the environment by substituting it with waste resource.
- Reduction of carbon emissions from fossil fuel usage and avoidance of emissions from alternative treatments like incineration or landfilling.
- Support for the transition towards a less fossil-dependent industry by reducing the quantity of fossil fuels in cement manufacturing.

We are on the right path to emerging as the biggest private-sector contributor to sustainable production and waste management in Nigeria.



The research result demonstrates that co-processing, which is Geocycle’s waste treatment technique yielded positive results in managing Global Warming potential, human toxicity, and acidification potentials, as well as ecological footprint.

Social Benefits

- Provision of strategic support to communities in sustainably handling their wastes, especially hazardous and non-recyclable waste.
- Support for private sector companies in handling their wastes - For instance, our Geocycle arm co-processes wastes from major manufacturers like Unilever and Nestle in our cement kilns, creating shared value for us and our clients. We are also taking active steps to work with the Food and Beverage Recycling Alliance (FBRA) of Nigeria to address the challenge of PET bottle waste in Nigeria.
- Reduction of health risks associated with poor waste management and disposal practices. By supporting communities to keep the environment fresh and neat, we indirectly contribute to keeping the people healthy.

Below is a breakdown of wastes that have been sourced since 2013.

	2013	2014	2015	2016	2017	2018
Biomass Waste	9,79	15,298	29,008	38,293	104,096	53,188
Industrial Waste	-	-	190	125	158	521
Total	9,797	15,298	29,198	38,418	104,254	53,709

In 2018, we sourced 53,709 tons of waste as an alternative fuel in the form of palm kernel shell, cashew shells, sawdust, etc. through the initiative of the Geocycle function. An accumulative volume of 250,674 tons of waste has been sourced since 2013.

¹ Source: Life-Cycle Assessment for treatment of 120,000 tons of industrial and municipal solid waste in Slovakia, comparing the Global Warming Potential, Ecological Footprint, Human Toxicity Potential and Acidification Potential of co-processing, incineration and disposal in a sanitary landfill. Ecorec Eastern Europe, 2012

Economic Benefits

The purchase of biomass from local suppliers has created multiple streams of income for several Nigerians. The underlining benefit of this is in the multiplier effect they have had on the finances and sources of livelihood for several thousands of Nigerians. Beneficiaries include waste gatherers, collectors, transporters, amongst others.

Our continuous investment in Geocycle has also yielded cost-savings benefits for us. The substitution of conventional fuel with biomass and

other alternative fuel sources help us reduce the costs expended on the purchase of conventional fuel.

“Lafarge Africa Plc. works with local suppliers (SMEs) to ensure that goods supplied i.e. raw materials and waste products – meet international quality standards. Nikoy Nigeria Limited and Al Bari Nigeria Limited are examples of such SMEs.

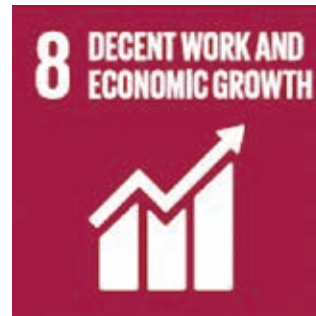
Lafarge Africa Plc.'s support was crucial to the growth of my business

Nikoy is a biomass waste collection Company that generates income through the collection of waste (palm kernel shells used in the Geocycle solution for heat production). Working with Lafarge Africa Plc. helped us grow from collecting over 5,000 tons of palm kernel shell waste in 2013, to a cumulative quantity of over 60,000 tons by 2018.

“One of the greatest benefits of working with Lafarge was the support we received in developing best practice standards (cleaning) of the palm kernel shells to make them fit for purpose. These practices have become part of our daily operations and guide us in fulfilling other customer needs, making us stand out in the waste sector.”

- Nikoy Nigeria Limited

For us at Lafarge Africa Plc., Geocycle remains a viable platform through which we will continue to pursue our ambition of creating shared value within the communities where we operate.



The support our company receives from Lafarge Africa Plc. has enabled us upskill many community members, provide more jobs and consequently, improve their livelihoods.

Al Bari is a waste collection company that sources various biomass types from communities across the Country and supplies to Lafarge Africa Plc. The Company commenced partnership with Lafarge Africa Plc. in 2014, and to date has delivered a cumulative quantity of over 100,000 tons of biomass to Geocycle.

Al Bari works with individuals and groups at the grassroots to collect biomass from small scale production processes. Working with Lafarge Africa Plc. has enabled the Company become more inclusive, as it has added a diverse group of micro scale partners to its portfolio.

“Partnering with Lafarge Africa Plc. has led to growth of our company coupled with better understanding of the biomass waste management value chain. Lafarge collaborates with us to improve the quality of the waste we deliver, and we pass the understanding down to those we work with at the communities.

- Al – Bari Nigeria Limited.

Environment

Sagamu Golf Course, Sagamu, Ogun State



Compliance with Environmental Laws and Standards

Lafarge Africa Plc. adheres strictly to the requirements of environmental laws, regulations, standards and other requirements that apply to us, based on the nature of our business and the places we operate in. Invariably, we operate our sites following relevant international, national and local environmental legislation.

All our mining and quarrying sites are compliant with applicable regulatory requirements. This guides us to preserve the lush greenness of the environment, vis-a-vis its chemical, biological and physical composition,



Ashaka Plant, Gombe State

Environmental Impact Assessment

100% of our Mining sites in Nigeria have undergone Environmental and Social Impact Assessments (ESIAs). ESIAs are conducted before the commencement of new expansion projects. We also conduct a statutory audit and compliance monitoring for all our existing operations in line with regulatory quality and standards.

We evaluated the likely environmental impacts of our cement manufacturing in these locations. The results from these assessments guide us in managing our operations in an environmentally viable way. There is an EIA for all new and expansion projects and certificates issued by the Federal Ministry of Environment. In 2018, 12 EIA certificates were issued by the Ministry.

Environmental Management Plan

All our plants have robust Environmental Management Plans which identifies all environmental risks and our approach to mitigating all the risks engendered by our cement manufacturing process.

Policies, Standards & Guidelines

We have an environmental policy that suggests sustainable operations and respect for all materials and resources. Our plants have EMS ISO 14001 certifications (2 sites certified and the others in the process of certification)

Environmental compliance]	2018	2017
Number of severe non-compliance	0	0
Fines and penalties paid	0	0



In 2018, Lafarge Africa Plc., incurred zero fines for environmental non-compliance.

A further indication of our commitment to environmental compliance

Regulatory Audits and Assessment of our Environmental Compliance

Our plants are subject to regular environmental audits, which provide us with the much-valued opportunity to objectively assess the extent of our compliance with applicable regulatory provisions and acceptable global standards. There is a statutory site environmental audit in place across all our plants. The Audit scope covers both plant and quarry operations, after which certificates are issued by the Federal Ministry of Environment.

In the plant, the audit assesses the following core aspects:

- Plant Design and Life Cycle Analysis;
- Air Quality;
- Analysis of particulate, gaseous and heavy metals;
- Noise and vibrations measurement; Soil, vegetation, and land use survey;
- Plant maintenance and waste analysis of stacks;
- Water quality survey;
- Water physico-chemistry and heavy metals analyses of the plant discharge, discharge into river upstream and downstream of plant discharge management;
- Occupational Health and Safety of Workers;
- Identification of Environmental contingencies, as well as their respective risks and social impacts.

At the quarry sites, the following specific audit aspects are assessed:

- Visual impact of continual quarrying operations upon landscape and land-use study;
- Measurement of dust, noise, and vibrations generated from the cement quarrying processes;
- Potential adverse impacts of mining limestone on groundwater, surface water and wetland habitat due to mine water supply abstractions;
- Contamination-level survey of suspended solids in ground water run-offs;
- Assessment of community safety and restoration of habitat and Socio-economic effect of cement quarrying on the host community;
- Comparison of various measurements with national standards and communication of results to regulatory bodies;
- Identification of Environmental contingencies, risk, and social impact; as well as recommendations and follow up actions.

In attuning with standard practice and regulatory provisions, compliance statutory audits and recertification audits are conducted once in 3 years, while ISO 14001: 2015 surveillance audit is conducted annually.



Ewekoro Plant, Ogun State

Approach to Managing our Waste

Good waste management practice is a critical component in promoting a “green” environment and in keeping people safe. We adopt a strategic approach to collecting, transporting, processing, recycling and disposing of different waste types within our plants and offices. This helps us stay true to our strategic ambition of preserving and optimizing natural resources and promoting the development of communities.

All our plants have waste management procedures which are in-line with national environmental (waste and sanitation) regulations. We also have EMS ISO 14001 certifications (2 sites certified and the others in the process of certification) which covers end to end waste management.

The following are some of our major sustainable waste management practices:

- Waste is separated from the source, making use of different bins for

different waste types.

- We have yards where segregated scraps are temporarily stored before disposal – scrap materials are bought by scrap buyers accredited by State environmental protection agencies.
- Medical wastes are disposed of temporarily in designated bio-hazard bins before collection for disposal by government-approved agents.
- There are sewage treatment plants in some plants with chlorine tanks for treatment.
- Run-off and effluent water are regularly sampled in line with regulatory in-house requirements and by government accredited third party consultants. The analysis covers COD and other physical and chemical parameters.

Highlighted below is data on specific waste types and quantity disposed in 2018

Waste Type	Quantity (tonnes)
Non-hazardous waste disposed to external landfill or incinerated without energy recovery.	2,414
Hazardous waste disposed to external landfill or incinerated without energy recovery	40
Non hazardous waste disposed on site	120
Quantity of hazardous waste disposed on site.	35
Quantity of non hazardous waste recycled, downcycled or recovered	0
Hazardous waste recycled, downcycled or recovered	80



Volunteer market cleaning session in Mfamosing

Biodiversity Stewardship

As a responsible organisation, we are mindful of the potential impacts of our business activities on biodiversity and these are addressed by the implementation of proactive biodiversity management initiatives focused on the mitigation hierarchy of avoidance, minimization, rehabilitation/restoration and offset measures.

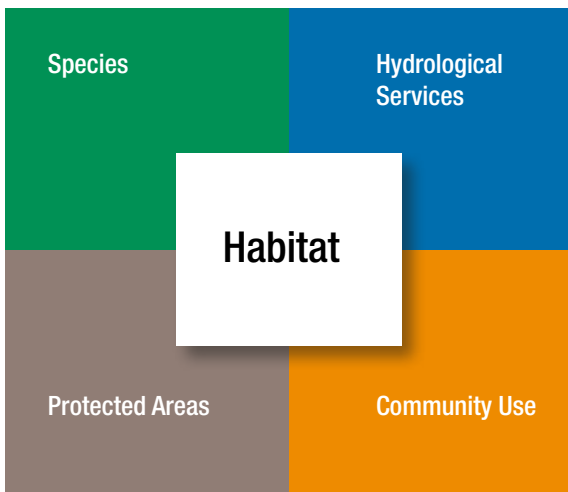
Quarry Rehabilitation and Biodiversity Directives are issued under LafargeHolcim's Environmental Policy, and this governs our operations within the quarry. All our sites are mined responsibly in line with the intended long-term extraction strategy. We have done a biodiversity

survey as a baseline assessment in our quarries and we are developing a biodiversity management plan that is aligned and integrated with the Quarry Rehabilitation Plans.

Rehabilitation plans exist for all our quarries and this is integrated into our yearly extraction plan. A genuine drive to protect the fauna and flora and restore biodiversity in the places where we operate (quarry sites and mines) is a major driver of our bold ambition to lead positive change for biodiversity.

	2017	2018
Total number of active quarries	7	7
Quarries with rehabilitation plan in place (%)	43	100
Total ha of rehabilitated area	505	637

We have highlighted actions taken based on the risk areas defined by the International Union for the Conservation of Nature (IUCN)¹, as it relates to our quarrying activities:



Hydrological Services

Lafarge Africa is deliberate about ensuring that our plants and quarrying activities in Nigeria do not cause erosion, flooding or severely impact water availability and water quality in the places where we operate. We ensure this through our water management processes and facilities

Community Use (Land/Resource Use)

Lafarge Africa Plc. makes huge investments in relocating communities, particularly in locations where our quarry and plant activities have affected the community usage of a particular land area.

Habitat

A robust quarry rehabilitation plan is in place across all our mining sites in Nigeria, with a focus on returning these land areas back to their original state and minimise the effect of our activities on the natural habitats

Protected Areas

Biodiversity assessment has been done for our quarries and none of them fall into the Protected Area (PA) or Key Biodiversity Area (KBA) categories

Species

Our mines and quarry sites in Nigeria are not situated in locations that pose significant risks to endangered or "red listed" species.

¹ International Union for the Conservation of Nature (IUCN) is a membership Union composed of government and civil society organisations. It is the global authority on the status of nature conservation and sustainable use of natural resources.

TURNING THE SPOTLIGHT ON

Lafarge Africa Plants Trees to Protect Biodiversity

Tree planting is one of our approaches to preserving and optimizing natural resources, for the ultimate purpose of protecting biodiversity. Trees play an important role in the environment, which amongst others include release of oxygen into the atmosphere and absorption of carbon dioxide, preservation of the soil, and support for wildlife.

In 2018, over twenty thousand trees were planted in locations across Mfamosing, Cross River State; Ashaka and Maiganga in Gombe State; Ewekoro and Sagamu in Ogun State (and our quarries)



The land areas rehabilitated were backfilled and indigenous trees planted. Types of trees recommended for planting are detailed below:

Tree Species	Ewekoro	Sagamu	Mfamosing	Ashaka
Albizia lebbbeck	Y	Y	Y	Y
Azadracta indica	Y	Y	Y	Y
Albizia Zygia	Y	Y	Y	Y
Spondias mombin	Y	Y	Y	N
Hallea ledermannii	N	N	Y	N
Terminalia ivorensis	N	N	Y	N
Terminalia superba	N	N	Y	N
Ceiba pentandra	Y	Y	Y	Y
Senna siame	Y	Y	Y	Y
Tripochiton scleroxylon	Y	Y	Y	Y
Glicirida sepium	Y	Y	Y	Y
Gmelina arborea	N	N	Y	N
Bambusa spp	Y	Y	Y	N

Y - Tree specie was planted in the location

N - Tree specie was not planted in the location



Employees planting a tree in Ewekoro Plant

Restoring Natural Habitats

There are country-wide quarry rehabilitations ongoing across all our sites. These plans have been integrated into our yearly extraction plan. This is in addition to tree planting exercises across our plants to promote afforestation.

We have EIA permits, conduct regular environmental audits, and joint inspections by the relevant stakeholders from Ministry of Mines and Ministry of Environment, to ensure that our quarrying activities are done in line with regulatory requirements.

The objective of our quarry rehabilitation efforts revolves around the preservation of animal and plant resources present in these natural environment.

Rehabilitation plans in place for our Quarries and Mines in Nigeria

Site	Rehabilitation Vision
Ashaka Quarry	<ul style="list-style-type: none"> To create a quarry void that would fulfil the pre-quarrying local drainage function and can also be partly applied as an in-pit lake at cessation of operations to provide a sustainable open surface water body. This can be achieved through selective handling/backfilling of overburden, while the out of quarry rehabilitated areas can be maximised for ongoing local community benefit with the introduction of some local biodiversity
Ewekoro Limestone Mine	<ul style="list-style-type: none"> To conduct selective pit infilling and/or concurrent “modular” rehabilitation in such a manner that drainage via a series of valleys and in-pit lakes keep the active quarrying face dry. Concurrently, the establishment of indigenous bio-fuel plots in selected areas will reduce the reliance on gas and coal for kiln firing over the next several decades, while biodiversity can be enhanced in the rehabilitated areas surrounding the pit lakes. Once quarrying ceases, the concession area can be sold and the bio-fuel areas redeveloped as prime real estate that will benefit from the scenic pit lakes and established bio-diverse areas (sense of place) that are in proximity to a well-developed Ewekoro town centre.
Maiganga Coal Mine	<ul style="list-style-type: none"> To conduct concurrent quarry infilling and out of quarry overburden stabilisation to create landforms that are physically stable, free draining and safe, allowing for the creation of a land capability suitable for beneficial re-use by local communities primarily through the establishment of valuable trees over the remaining overburden dumps and buffer areas, and biodiversity areas and/or Sahel savannah to over the backfilled open pit. Possible poor quality future quarry decant water will be collected and routed into a dedicated wetland system for metal precipitation and pH correction (bio-neutralisation) if proven feasible
Mfamosing Quarry	<ul style="list-style-type: none"> To conduct operational quarrying in a manner that would limit the out-of-quarry disposal of overburden that causes sterilisation of possible productive land. Input quarry disposal will be preferred and conducted by the construction of in-quarry overburden embankments, creating a series of in-pit impoundments for pit water control and associated biodiverse fringes around the pit lakes over the remaining several decades of quarrying.
Sagamu Quarry	<ul style="list-style-type: none"> To conduct pit infilling with the harnessed overburden in a manner that would create a series of concentric platforms with drainage channels to route the water arising from the infilled and related areas towards the existing pit lake near the Mogaji Dump for release to the receiving environment, keeping the active quarry working face “dry” and thereby notably reducing operational pumping costs. Concurrently, the establishment of indigenous bio-fuel plots in selected areas will reduce the reliance on gas and coal for kiln firing over the next several decades, while biodiversity can be enhanced in the rehabilitated areas surrounding the pit lakes. Once quarrying ceases, the concession area can be sold and the bio-fuel areas redeveloped as prime real estate that will benefit from the scenic pit lakes and established bio-diverse areas (sense of place) that are in proximity to a well-developed Sagamu town centre.

Responsible Water Usage

Water is precious to our planet and as such, there is an important need to efficiently manage water resources within our production processes. At Lafarge Africa, we have institutionalized a robust process that guides us in our commitment towards ensuring that we use and manage water in the most efficient ways possible.

Beyond managing water efficiently within our systems and processes,

we continue to create awareness of good water management within the community. For example, on 22nd March 2018, we joined the rest of the world to celebrate freshwater and create awareness of responsible water management.

Below are the key aspects of our water management approach:

Flood Control	All our mining sites and quarries are operated with Environmental Management Plans, which amongst others, helps us ensure that water disasters like flood do not occur as a result of our operations. Across all our mining sites, we are able to effectively channel waste water to prevent flood.
Water Treatment	We have fully operationalised water treatment facilities across our plants in Nigeria. This way, we are able to treat storm water for reuse.
Wastage Prevention	In our cement manufacturing, water is used in a closed circuit system. This requires us to recycle water within the system, so that we only use what we require. Periodic checks are done along the waterlines for leakages, and any found are attended to by the utility team. There is also an emergency response procedure available for management of water leaks, which is periodically tested for effectiveness. Awareness signage and trainings on water conservation are also carried out across the country.
Responsible Water Usage	Periodic checks are done along the waterlines for leakages, and any found are attended to by the utility team. There is also an emergency response procedure available for management of water leaks, which is periodically tested for effectiveness. We have a system in place to ensure that useful water is not lost to evaporation. Awareness signage and trainings on water conservation are also carried out across the country.

Specific freshwater withdrawal per ton of product for 2018 was 248L/ton for cement and 189 L/M3 for ready mix.



Schoolchildren playing football outside a block of classrooms built by LAP in Ewekoro, Ogun state.

Community



Stakeholder Engagement

Our Company performance depends on frequent direct and indirect engagement with all our stakeholders – customers, suppliers, shareholders, communities, government and regulators. Stakeholder perspectives are important for us to improve on our performance and stay aware of the relevance and effectiveness of our products and services in the marketplace.

We conduct engagements and dialogues to feel the pulse of our stakeholders and obtain their feedback. Our sustainability goals and progress is periodically communicated and we have the support of all stakeholders on this journey. The frequency and method of stakeholder engagement vary depending on the category and size of our stakeholder groups. We have provided a summary of the mechanisms through which we engage stakeholders, as well as frequency below:

Stakeholder	Engagement Mechanism	Frequency
Shareholders and investors	Annual General Meeting	Annually
	Annual reports	Annually
	Shareholder fora	As the need arises
	Website	Frequently
Business partners	Meetings	Frequently; as the need arises
	Site visits	Frequently; as the need arises
	Zonal meetings	Quarterly
Suppliers	Satisfaction Survey	Biennially
	Annual meeting	Annually
	Emails	Frequently; as the need arises
Customers	Meetings	Frequently; as the need arises
	Market activations	Quarterly
	Conferences	Annually
	Customer satisfaction surveys	Frequently
Employees	Team meetings	Weekly
	Town hall meetings	Quarterly
	Newsletters	Weekly
	Focus group discussions	Monthly
Community and NGOs	Monthly meetings	Monthly
	Ad hoc meetings	As the need arises
	Courtesy visits	As the need arises
	Community days	Annually
Government and regulatory authorities	Courtesy visits	As the need arises
	Letters and emails	As the need arises
	Formal meetings	As the need arises
	Participation in government functions / events	Frequently; as the need arises
Media	One on One meetings	As the need arises
	Emails	As the need arises
	Press releases	As the need arises
	Interviews	As the need arises
Industry associations	Committee meetings	Quarterly
	Conferences	As the need arises



We have a comprehensive database of all issues/conflicts in communities, engagement mechanisms, and status of resolutions.

TURNING THE SPOTLIGHT ON

Community Relations Committees



Community residents in a few of Ashaka host communities

Lafarge Africa Plc. has implemented a structured accountability system that enables external stakeholders to raise issues or concerns related to our operations. The systems in place include formal communication to relevant employees, engagement sessions, CRC meetings, town hall meetings, regular Plant Management meetings, teleconferences, and our website.

The Community Relations Committee (CRC) is one of our effective community engagement channels. Across all our host communities, the CRC consists of representatives of community stakeholder groups and representatives of Lafarge Africa Plc. Interactions and meetings present us with opportunities to work collaboratively with our host communities and also support their development ambitions.

The CRC presents us with a platform to identify the development needs and priorities of our host communities and also resolve issues that emanated as a result of our operations in the communities.

During the year, formal meetings were held with the stakeholders. Issues such as; community relocation due to mining activities, power supply to the communities, health and safety of community as a result of mining activities, increase in CSR expenditure, more support for communities, inclusion in supply chain, land ownership and payment of royalties to mining communities, leadership tussle within communities, effluent water, employment of indigenes, etc. are addressed at the stakeholder meetings.

In 2019, we will continue to strengthen our community engagements, enhance our stakeholders' experience, and strengthen partnerships to increase our contributions to the UN SDGS.



HRH Oba Semiu Sodipo, the Onijaguna of Jaguna, Itori with a tricycle beneficiary of the Lafarge Africa empowerment scheme

Investing in our Communities

The communities in which we operate are one of our key assets. Effective implementation of our CSR strategy requires a good understanding of our stakeholders' needs. We are committed to assisting our communities to identify, prioritise and meet their developmental aspirations by engaging them on several platforms. Key amongst these platforms is the Community Relations Committee (CRC). The role of the CRC includes contributing to the management of community issues, providing expert opinion on topics of concern to stakeholders, and contributing to stakeholder engagement.

Our strategy for social investments is informed by our sustainability ambitions (Climate & Energy; Community, Environment, and Circular Economy) which aligns with the UN Sustainable Development Goals applicable to our operations. Under the Communities' pillar, our localization of the Plan focuses our commitment to 4 sub-pillars:

- Shelter/Infrastructure
- Education
- Health & Safety
- Economic Empowerment

Our social investment projects are selected in tandem with submissions from members of the host communities through the Community Relations Committees, with oversight from Plant Managers & Community Relations Managers in each location.

Ever so often, we stop and ask ourselves - are we giving back more to society than we have taken from it? To be more strategic about our impact on the society, we ensure our social investment projects are diversified to include education projects, youth and economic empowerment projects, shelter and infrastructure projects, environmental projects, health and safety projects and other community projects.



Community health providers in Ewekoro host communities

In 2018, we held a Community Relations strategy session for co-developing and ensuring an inclusive approach to projects to be undertaken for the year. This approach fits into Lafarge Africa's CSR strategy (before then, project implementation was carried out mostly through MoU and Community Development Agreements (CDAs)). Our social investments have helped transform lives in over 200 communities across the country, thereby improving access to health and sanitation, education, livelihood and income generation opportunities.

In 2018, Lafarge Africa carried out a needs assessment survey of 4 communities within its areas of operation. The objective of the assessment was to improve Lafarge's current CSR approach/footprint by identifying the development needs of Lafarge's host communities (across social, economic and environmental pillars), and to adopt best practices in delivering value and impact.

High-level Breakdown of CSR Spend 2016, 2017 & 2018

Year	Total CSR Spend	Percentage difference
2018	N868,878,089	31%
2017	N661,627,952	(12)%
2016	N 748,346,711	24%
2015	N604,245,559	-

2018 Lafarge Africa National Literacy Competition (LANLC)

Lafarge Africa Plc. has contributed over 700 million Naira (about 2 million USD) to educational initiatives over 11 years, from bursaries to providing writing materials, and since 2014, the Lafarge Africa National Literacy Competition (LANLC).

LANLC is a social intervention in the Nigerian education sector, in line with our sustainability strategy and the Sustainable Development Goal 4 – Quality Education. Through the programme, we engage pupils between the ages of 9 and 13, from public primary schools across the country in educational activities that seek to enhance their literacy skills (reading, writing and spelling). The programme is endorsed by the Universal Basic Education Commission (UBEC), a parastatal of the Federal Ministry of Education in charge of Basic Education across the country.

In 2018, we successfully hosted the 5th edition of the LANLC. The competition usually begins with state run-offs, followed by regional finals, and ends with a Grand Finale. At the Grand Finale in 2018, Lagos State emerged as the champion, Ebonyi State in 2nd position, while Gombe State took the 3rd position. Educational grants of N250,000 were given to the 1st position, N200,000 to the 2nd position, N150,000 to the 3rd position, and N100,000 to the 4th to 6th position. Each child from the 6 states won educational tablets pre-installed with educational software as well as stationery and gifts from partner organisations - Dufil Prima Foods (makers of Indomine); Reckitt Benkiser (makers of Dettol); Kellogg's Nigeria, Oando Foundation, Smart Sindara, Okada books, Lantern Books Plc and Laterna Bookshop.



Excited children at the Southwest regional competition of the 5th LANLC.

	Winners	State / Region	Scholarship
1st Position	Ayomikun Idowu	Lagos (South West)	N250,000
	Kehinde Lawal		N250,000
2nd Position	Otu Precious Chiamaka	Ebonyi (South East)	N200,000
	Ogbu Monday Chukwudi		N200,000
3rd Position	Rumaisau Waziri	Gombe (North East)	N150,000
	Yusuf Isa		N150,000
4th Position	Janet Bitrus	Nasarawa (North Central)	N100,000
	Emmanuel Jacob		N100,000
5th Position	Melody Joseph	Rivers (South South)	N100,000
	Destiny Endwell		N100,000
6th Position	Amina Aminu	Kano (North West)	N100,000
	Ibrahim Dalhatu		N100,000

LANLC - Testimonials from Students and Parents



CFO, Bruno Bayet reading with children at the 5th Lafarge Africa National Literacy Competition (LANLC)

"...winning the Lafarge National Literacy Competition opened me to a world of opportunities; one of them is a scholarship to attend one of the best schools in Nigeria, Atlantic Hall School. Judging by the economic situation of my family which would have been impossible to attend this school without a scholarship. All thanks to Lafarge Africa Plc. for organizing the National Literacy Competition."

- Philip Favor

Mrs. Egbo Ifeoma (Mother of Besty Egbo, 2nd Runner-up LANLC 2016).

"She knew over 1,000 words from a pamphlet she was studying for the competition. LANLC helped her so much...I pray for other parents to experience this joy I have experienced."

"I have always had the dream of becoming a successful Electrical Engineer in the future, Winning the National Literacy Competition has broadened my horizon, it has given me a strong educational background to further my studies at the Federal Science and Technical College."

- Joshua Awokisunde

"I think there should be more competition like this with incentives like scholarships. If students see that there is something to benefit from competitions like this they will be driven to study harder."

- Okikie Miracle Chimdindu

"I want to become a medical doctor...I will bring my parents out of poverty. I intend buying houses for them and taking them abroad... After participating in LANLC, I know I can win anything I put my mind to"

- Kehinde David Adegbonmire

"I can now write essays, summarize things and face a crowd confidently. I want to tell Lafarge Africa a big thank you for supporting children"

- Amos Hameeda

Mr. Marcus (Grandfather to Sharon Marcus, 1st Runner-up LANLC 2016)

"If they (Lafarge Africa) continue doing this, they are helping the poor..."

Mr. Marcus is the grandfather of Sharon Marcus who at 11 years of age, represented Olusegun Obasanjo Model School, Jos South Local Government, and Plateau State in the LANLC 2016. He is responsible for Sharon, following the death of her mother and her father's unavailability

TURNING THE SPOTLIGHT ON

Cement Professional Technician Programme (CPTP)

Our Cement Professional Technician Programme (CPTP) is an initiative hinged on our commitment to support the Federal Government of Nigeria in improving the employability of young Nigerians. This initiative is aimed at reducing the manpower deficit in the Nigerian cement manufacturing sector. Young school leavers, through the programme, are empowered with basic knowledge for industrial cement manufacturing.

The CPTP is a 36-month intensive technical training, fully residential, all-expense-paid programme that covers the following key aspects:

- Mechanical engineering
- Welding and fabrication
- Automation engineering

Selected candidates participate in theoretical and practical trainings at our cement plants in Ashaka (Gombe State), Ewekoro (Ogun State), Mfamosing (Calabar State), and Sagamu (Ogun State). Participants who complete the training programme are offered employment with Lafarge Africa Plc.

This capacity development programme is implemented in partnership with the National Board for Technical Education (NBTE), Industrial Training Fund (ITF), and the Nigerian Employers Consultative Association (NECA). The certificate awarded after the programme is accredited by NBTE and valid for admission into any Nigerian university.



Industrial Director, Segun Shoyoye, Health and Safety Director, Graeme Bride, Communication, Public Affairs and Sustainable Development (CPASD) Director, Folashade Ambrose-Medebem with traditional rulers and CPTP beneficiaries

Community Testimonials

Testimonials from community residents and beneficiaries



A volunteer with children in Bajoga community in Gombe State



Joint FRSC/Lafarge random alcohol random testing exercise in Mfamosing

Lafarge has constructed one block of three classrooms, a laboratory for the secondary school and toilets in the junior secondary school of our community, Papalanto. There is also an ongoing construction of a maternity centre that would serve our community. The presence of classrooms and a laboratory have enhanced the ability of our children to pass national examinations and created a conducive learning environment for our children. Since the completion of the projects, we have noticed that social and economic activities have increased and more people have come into the community for various reasons.

- Papalanto Community (Ogun State)

The Itori community has benefited from the community school and police station constructed by Lafarge. Since the school and police station were built, we have noticed an increase in the student intake and improved learning ability of students due to the conducive learning environment. The presence of the police station has led to peace in the community, which has promoted business activities.

- Itori Community (Ogun State)

We thank the company for the community projects executed as follows- Increase in scholarship award from N20,000 to N60,000 per student per year; Electrification of Gongilla and Badabdi villages; construction of Jalingo Youth Skill acquisition centre; Agricultural programmes; and Electrification of Garin Maja. May Allah continue to bless AshakaCem

- Association for the Development of Villages Around AshakaCem (Gombe State)

The multipurpose town hall constructed by the company is very beautiful and impactful. It will serve us as a place for meetings, events and business (shops) to aid economic empowerment and development to the community and save the cost of renting halls and shops

Diamond Hill Square, Calabar (Cross River State)

We register our profound gratitude to you for the kind gesture following your approval of the JAMB-CBT Centre for the community to be located at the Gombe State Polytechnic, Bajoga. The Project is a great benefit to the Polytechnic in particular and the community at large..

- Gombe State Polytechnic, Bajoga (Gombe State)

As a result of the construction of two blocks of six classrooms within the Akinbo community, our children are able to attend school close to home and do not need to trek long distances. The additional classrooms accommodate more students from our community as well as teachers. This has resulted in development to Akinbo and communities around.

- Akinbo Community (Ogun State)

Employee Volunteering – Friends of the Community

Lafarge Africa Plc. is committed to the communities where we operate and society on a large scale. We have an effective staff volunteering system called 'Friends of the Community' which allows staff members to carry out community projects including educational support, youth economic empowerment projects, health and safety projects, etc.

In 2018, we recorded 380 employees who joined in to volunteer in one or more activities within the community. On average, each volunteer committed eleven (11) hours of their time to a total of forty-seven projects carried out by Lafarge Africa Plc. during the year.

Many of our volunteering activities are carried out in collaboration with organisations that work directly on identifying the needs of communities and matching the skills and resources provided by Lafarge to those needs.



Pupil reading in one of Lafarge Africa's adopted schools



Volunteers including the Country Chief Executive Officer, Michel Pucheros at a volunteering session to teach public primary school children about waste management and converting Waste to Art

TURNING THE SPOTLIGHT ON

LafargeHolcim Foundation for Sustainable Construction

Created in 2003 to raise awareness on the important role that architecture, engineering, urban planning and the role the building industry have in achieving a more sustainable future, the LafargeHolcim Foundation is a further indication of our global commitment to sustainability. The Foundation's mission is geared towards supporting initiatives that combine sustainable construction solutions with architectural excellence and enhanced quality of life beyond technical solutions.

In collaboration with its associated universities, the foundation has defined the below highlighted, as its core pillars -

1 Progress

Innovation & Transparency

2 People

Ethical Standards And Social Inclusion

3 Planet

Resource and Environmental performance

4 Prosperity

Economic viability and compatibility

5 Place

Economic viability and compatibility

The Foundation is committed to these underlying principles of sustainability, which assert that long-term development of the built environment requires a balanced interplay of responsible economic, ecological, and social agendas.

In accordance with the Paris Climate Agreement under the UN Framework Convention on Climate Change (adopted in 2015 and ratified in 2016), the Foundation places a premium on the reduction of global greenhouse gas emissions in all construction-related activities throughout the entire use-cycle of built structures.

Through its activities, the Foundation has developed a close-knit global network of stakeholder groups, and it has grown to assume the role of information hub on sustainable construction



The LafargeHolcim Forum "Re-materializing Construction" with delegates from 55 countries was hosted by The American University in Cairo (AUC).

Sustainable Procurement Practices

Lafarge Africa Plc. is a strong brand – our procurement standards are transparent and help to improve relationships with our vendors and suppliers. We have an extensive database of over 1,300 suppliers that cut across manufacturers and distributors. These vendors and suppliers are our business partners and we take active steps towards building long term relationships with them.

Suppliers and vendors are expected to adhere to our Code of Business Conduct. Our business dealings and relationships are conducted in an ethical manner and with the highest level of integrity, following with the Group's Anti-Bribery and Corruption policies. We conduct requisite due diligence procedures and supplier assessments.

Our Third-Party Due Diligence (TPDD) tool is used for assessing vendors on specific standards and requirements before they are engaged. Some of the requirements include anti-money laundry and anti-corruption checks, etc. Only vendors that pass the assessment based on the indices in the tool qualify to be engaged by the Company.

Vendor engagement

The Lafarge Global Health and Safety Days for 2018 was organised for our vendors and stakeholders such as community members, Federal Road Safety Corps (FRSC), employees, etc. It was a platform to reiterate the importance and significance of Health and Safety in Lafarge Africa's business process and to educate participants on how to stay safe.

Lafarge Africa took advantage of the United Nations (UN) designated international days to highlight information and demonstrate our commitment to important procurement practices. To mark the World Day Against Child Labour 2018, we organised events across all our plants for sensitisation against child labour. We harnessed this opportunity to engage all our vendors and stakeholders into signing a memorandum as a testament to being against child labour. It was also an opportunity to sensitise our vendors on the negative effects of child labour. To further demonstrate our commitment to this, we have child labour ambassadors across all our plants.

Promoting responsible sourcing and local content development

In line with the broad strategic objectives of the ERGP towards achieving the vision of inclusive growth through job creation and youth empowerment, Lafarge is committed to aligning our processes and initiatives to support intended growth and diversification of the economy.

We source a large percentage (about 90%) of our materials locally (mined from our quarries), and only a small percentage is imported, such as gypsum. To promote local content by sourcing raw materials and other services locally, we also utilise industrial, biomass and municipal waste as alternative fuels and raw materials, which serve as substitutes for conventional fuel.

Our mining and quarrying activities are done responsibly, respecting all materials and resources and guided by our environmental policy.



Employee Training Session at our Oregon Office

Promoting Road Safety

As a responsible company, we understand the safety risks associated with transporting our products across different locations, and we ensure that our trucks do not cause harm within the communities where we operate. To this end, we are committed to promoting safe road use, skilled drivers and sound trucks.

One important way of driving this commitment is the stringent due diligence process we subject transporters to before engaging them. We require all our transporters to be aware of and compliant with regulatory requirements and minimum safety standards. We also require that they sign on to a Code of Business Conduct that states practices that are unacceptable. This way, we set the right tone for road safety with our transporters.

In furthering this commitment, we launched several initiatives and training that propel our drivers to think about safety first and always, while on the road. See below some of our major road safety initiatives:

- **Lafarge Driving Institute** - The Lafarge Driving Institute was launched in 2017 with the primary objective of changing driver's behaviour and equipping them with adequate training on truck driving. The ultimate goal of the institute is to contribute to safer roads. Under the initiative, selected trainees go through an initial rigorous screening, thorough in-classroom training, state-of-the-art driving simulation and on the road coaching and assessment. This initiative is the first of its kind in Nigeria and is administered in partnership with the Federal Road Safety Corps (FRSC) and the Transport Services Limited (TSL). In 2018, a total number of 136 drivers were trained through the institute
- **AEGIDE Defensive Driver's Training** - This training, which was introduced in 2017, is one of our industry's most recognised module, especially as it has a superior focus on driver behavior. In 2018, we trained a total of 2492 drivers through

this initiative. Our aim is to enhance drivers' knowledge of traffic and road safety; and their understanding of road safety rules and company policies and standards; and improve the driving skills of these drivers.

- **Maintenance and Routine Checks** - All our transporters are mandated to carry out routine checks on their trucks in line with best practice and ensure that these trucks are properly maintained and serviced. We make it clear to the transporters from the onset that maintenance of their trucks is a critical component of maintaining road safety, and is important to us.
- **Driver/Truck performance monitoring** - We believe that driver behavior is key to achieving our road safety ambitions. As such, we closely monitor our drivers across the country. We track our drivers through the In-Vehicle Monitoring System (IVMS) and promptly communicate our expectations to the truck drivers.

Lafarge Africa Plc. has a robust vision and a well-defined road map to assure the health and safety of its drivers and external parties involved in logistics operations. The plan, which is illustrated below, is a four-year implementation plan with key strategic focus areas each year.

2016	2017	2018	2019
Explore and Do the Basics	Shaping Drivers' Behaviours	Build Transporter capacity	Excellence in Road Safety – 5 pillars; 7 Transport (4) / 2 Standardized IVMS
<ul style="list-style-type: none"> • Setting the stage & understanding the Basics • VIO • In-vehicle Monitoring System (IVMS) • Audit • Reflective Tapes 	<ul style="list-style-type: none"> • Driver Behaviour • IVMS Management • In-cab Coaching Development 	<ul style="list-style-type: none"> • Transporter Development • Vehicle Fitness • Fleet Management Skills 	Transporter delivers skilled drivers and sound trucks to LH

Transporter consolidation / Secure New Fleet

Bi-annual Transporter Audits & Transporter Engagements

Ensuring road safety for our employees, contractors and the public remains our top priority



Health and Safety lecture with Road Safety officials in the South-East of Nigeria



Health and Safety sensitization with Road Safety officials in the South-East of Nigeria

TURNING THE SPOTLIGHT ON

In Vehicle Monitoring System (IVMS)

As at December 31 2018, all the trucks engaged by Lafarge Africa Plc. for transporting our goods across the country have the IVMS installed. The huge investments we have made in the IVMS uniquely communicate the sincerity of our drive to foster road safety within the communities where we operate.

The IVMS is an electronic GPS device used to track activities of our drivers across various locations in Nigeria. The IVMS helps us identify driver behaviours that pose road safety risks. Examples of such behavior being tracked include over speeding, harsh braking, rapid acceleration, default in seat belt use, long stops, long driving hours, amongst others. We have a dedicated team within Lafarge Africa that monitors and receives updates from the IVMS dashboard, real-time. This team takes immediate action when unacceptable driver behaviours are observed.

The overall aim of the IVMS is to reduce incidents through improved driving and driver efficiency and the following are some of its positive impacts

Improved efficiency and productivity

Less incidents

Stronger managers

Self-aware drivers

Empowered employees and contractors

By collecting and analyzing the data from the IVMS, we have sufficient information to create policies, procedures and training programmes that suit the peculiar needs of our drivers. We are also able to take disciplinary actions on drivers that consistently flout road safety rules.



The IVMS helps us in re-establishing our benchmark and bringing us towards our goal of zero harm.



Employee Engagement

Lafarge Africa Plc. is working to build a culture of open and continuous communication across all levels. We strive to maintain strong relations with our employees and intentionally create opportunities for direct dialogue between management and employees as well as employee representative bodies.

Some of our engagement platforms include:

- Quarterly CEO session – a platform where employees can chat with the CEO and ask questions around the strategy of the Company;
- Monthly lunch sessions with the CEO - a platform where employees are invited to informal lunch sessions with the CEO and are able to ask top of mind questions and share innovative ideas on how targets can be achieved.
- Engage and Connect – held quarterly to create an environment where employees can engage and relax. Other employee engagement activities include; Sports Day, Line manager Briefing sessions, Town Hall meetings, etc.

In 2018, we held several town hall meetings across our offices and plant locations. These afforded opportunities to engage with employees on issues around the business focus for the year, company performance, health and safety, etc.



Diversity and Inclusion

At Lafarge Africa Plc., we strongly believe that the diversity of our workforce and inclusive leadership improves our performance. We provide equal opportunity in recruitment, career development, promotion, training and rewards for all employees, regardless of gender, ethnicity or physical ability.

As a result of the peculiarity of our industry, we actively monitor diversity and representation of women across our business functions.

To drive our gender diversity ambitions, we engage with organisations such as Women in Management, Business and Public Service (WIMBIZ) to ensure that women have sufficient workplace support systems. We also celebrate International Women's Day every year as part of our commitment to diversity and inclusion.

In 2018, we took deliberate actions to improve diversity of strategic roles within the organisation, and as at 31st December, 2018, our Executive Committee consisted of 71% (male) and 29% (female) representation.

Training and development

Lafarge Africa continues to invest in upskilling and capability development to ensure its employees have the right competencies for effective job performance.

Our training portfolio includes technical and non-technical trainings that are relevant to the development of our employees. Most trainings are focused on building multi-disciplinary skills that can be applied across business operations. In addition, coaching and mentoring programmes are reinforced as a precursor to developing our talents towards future career moves.

We provide opportunities for our employees to gain new experiences in other countries or regions in which we operate.

Over the years, Lafarge has continued to be at the forefront of equipping young people from its host communities through its apprenticeship scheme. The scheme aims to train enrollees in different areas of technical know-how to ensure their employability.

Summary of recorded employee trainings for 2018

Employee Category	Total number of trainings	Total training attendance	Total Training hours
Senior Management	120	918	8,529
Middle Management	293	7683	103,550
Junior Management	97	710	6,464
Staff (permanent)	36	497	1,701
Total	546	120,244	9,808

Performance and talent management

To continue to foster a strong performance culture, line management holds performance conversations with employees at the beginning of the year to discuss the strategic objectives for the year and ensure employees understand how they can contribute to these objectives. Periodic checks are conducted to review

progress in achieving these objectives.

In addition, all employees complete a Individual Development Plan that is aligned with the Company's strategic focus for the year. This plan is also designed with input from function leads who identify employee-specific

development needs.

A bi-annual Talent Review and Succession Planning process is in place within the company. Interventions are put in place to support high potential employees and prepare them for future leadership roles.

Summary of employees appraised in 2018

Employee Category	Male	Female	Total	% of total employees
Executive Management	7	2	9	99.1%
	10	3	13	
Senior Management	87	18	105	
Middle Management	171	28	199	
Junior Management (Executive)	861	85	946	
Staff	302	4	306	

Employee welfare

By supporting our employees to deliver results, we build an adaptable workforce that can create lasting value for our business. This entails everything from services, facilities and benefits that are provided for the advantage and comfort of our employees. We regularly review and improve our welfare packages and benefits to support our employees in delivering quality performance, while also maintaining a good work-life balance.

Some welfare packages include: paternity and maternity leave, health and wellness benefits, transport services, canteen services, flexible timing for nursing mothers, amongst others.

Keeping our employees motivated is a critical component of our overall business success



Country Chief Executive Officer, Michel Puchercos and employees during the 2018 National Day event at our Head Office in Ikoyi

Below is a representation of the number of employees that went on parental leave in 2018, as well as those who remained in the Company twelve months after their parental leave.

	2018	2017
Employees still employed after twelve months from the date of return to work after parental leave		
Female	100%	91.7%
Male	100%	100%

Employee Statistics - Number of new hires and turnover, categorised by age-group and gender

2018 data	<30	30 - 50	>50	MALE	FEMALE	TOTAL
New Joiners	16	70	4	74	16	90
Employees that exited the firm	5	106	15	109	19	128

Employee Rights

At Lafarge Africa Plc., we respect our employees right to Association – the right to belong to any union of their choice as entrenched in the 1999 Constitution of the Federal Republic of Nigeria. Employees are allowed to be members of any of the following labour unions -

- National Union of Chemical, Footwear, Rubber, Leather and Non-metallic Products Employees
- Chemical and Non-metallic Products Senior Staff Association of Nigeria (CANMPSSAN).

In ensuring that the rights of our employees are protected, an ‘Integrity Line’ exists for employees to report and seek redress on complaints bordering on human rights, discrimination, harassment, etc. In 2018, we carried out an awareness programme to sensitise our employees on the process of using the Integrity Line and the importance of taking advantage of the platform.



Organisation & Human Resources Director, Fidelia Osime with employees

Health and Safety of our Workforce

At Lafarge Africa Plc., Health and Safety is a critical success factor for our operational performance and not a separate activity. It extends beyond the production sites to the complete supply chain, customer sites and third parties. We are well aligned with our Group's aspiration to conduct business with zero harm to people, and to create a healthy and safe environment for our employees, contractors, communities, and customers. Accordingly, we continue to take deliberate and practical

steps to ensure that our employees and contractors imbibe a "safe work culture" in all they do.

In doing this, our Health and Safety rules have particularly proven useful. The rules were launched in 2015 with contributions from employees across our locations worldwide. In 2018, these rules were modified as illustrated below -

We are embedding a deep-rooted culture of safe behavior in all our employees



We are embedding a deep rooted culture of safe behaviour in all our employees

Rule 1 I assess and control risks before starting my task

Rule 2 I only perform activities for which I am authorised

Rule 3 I never override or misuse health & safety devices, and I always use the required PPE

Rule 4 I do not work under the influence of alcohol or drugs

Rule 5 I report all incidents

We build an "I CARE" culture that empowers people to create an environment free of harm

These Health and Safety rules reflect behaviours we expect from our employees and contractors in avoiding serious injury or fatality. The rules are personalised to drive internalization by all stakeholders. We have prioritised the need to instill a safe work culture in our people because we reckon that our "safety structure and systems" will fail abysmally without people who have understood and imbibed the right attitude to safety.

We encourage our employees to adopt these rules by incentivizing them with awards, recognitions and bonuses, while also implementing measures that disincline employees, contractors and visitors that flout our safety standards from repeating the same.

Visible Personal Commitment (VPC)

Recognising that many accidents can be linked to gaps in safety behaviour, we introduce and promote practices that help us embed a deep culture of safety in our people. One of such practices is the Visible Personal Commitment (VPC) visits, which presents our employees (across all levels) with an opportunity to engage their colleagues on safety issues.

Steps towards Visible Personal Commitment (VPC)

- Introduce yourself
- Confirm understanding
- Agree on actions
- Reinforce importance
- Encourage ongoing communication

Employees that have signed on to the VCP conduct random visits to different work locations, engaging the workers (including contractors) to reinforce good health and safety practices and correct unsafe ones.

An approximated number of 6,833 VPC visits were reported for 2018

The following are the broad categorization of our health and safety practices, which have over time helped us sustain a strong safety culture within our workplace.

1. Health and Safety Trainings

Health and Safety trainings present us with a valued opportunity to inform our employees and subcontractors about the risks associated with their activities, while equipping them with requisite knowledge and skills to manage same. Toolbox talk and safety chats are also some of the opportunities we have to reinforce good health and safety practices and behaviours in our people.

All first time visitors and contractors at our locations are required to undergo mandatory safety inductions, which guarantees 100% of people within our premises are aware of our minimum safety standards.

The following are some of the health and safety topics contained in the collective bargaining agreements we have with our employees -



Participants at a Confined Space training in Ashaka Plant



To consolidate our safety culture, we commissioned Lafarge Africa's Safety Learning Centre in 2018. Our employees are required to attend practical trainings at the Centre, focusing on 6 critical safety areas - Energy Isolation, Mobile Equipment, First Aid, Fire Fighting, Conveyor Booth, and Work at Height (WAH). In a bid to further upskill our employees on standard safety practices in 2018, we:

- organised monthly Health & Safety briefing and other internal safety sessions for our employees.
- supported our employees with professional trainings such as National Examination Board in Occupational safety and health (NEBOSH)
- executed role and grade specific trainings for our employees.

Health and Safety is also promoted through engagement and communication campaigns. In 2018, the theme of our Global H&S days was "I improve H&S every day at my workplace." Employees were asked to evaluate incidents that could happen or had already occurred at their workplace and describe how to ensure they do not reoccur.

The purpose was to cascade our "Key Lessons," which have been published for most on-site fatalities since 2017, reaching all members of the workforce. Additionally, three "best practice challenges" were successfully rolled out, with almost 2,000 entries, 140,000 votes and more than 15,000 participants, demonstrating great commitment from employees at all levels of the organisation.

Health and Safety of our Workforce

2. Medical support for employees and contractors

Another way we achieve our “zero fatality” objective is by providing free healthcare support for our employees (permanent and contract staff) and their respective family members. Beyond providing our employees with health insurance services, we have an on-site clinic across all our plants to cater for the medical needs of our employees.

Specific health programmes undertaken and their respective beneficiaries in 2018 are shown below:

Program Undertaken	Type of programme carried out (yes to applicable option)				Beneficiaries		
	Education/ Training	Counseling	Prevention	Treatment	Permanent employees	Contract workers	Employee Family Members
Asthma	No	No	No	Yes	Yes	No	No
AIDS/HIV	Yes	No	Yes	No	No	No	No
Diabetes	Yes	Yes	Yes	Yes	Yes	No	Yes
Hypertension	Yes	Yes	Yes	Yes	Yes	No	Yes
Typhoid	No	No	No	Yes	No	No	No
Dysentery	Yes	Yes	Yes	Yes	Yes	No	Yes
Anaemia	Yes	No	Yes	No	No	No	No
Malaria	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Eye Care	No	No	Yes	Yes	No	No	No
Dental Care	No	No	Yes	Yes	Yes	No	No
Ear Care	No	No	Yes	Yes	No	No	No
Stress Management	Yes	Yes	Yes	Yes	Yes	Yes	No
Lifestyle Diseases	Yes	Yes	Yes	Yes	Yes	Yes	No
Ergonomics	Yes	Yes	No	Yes	Yes	No	No
Industrial Health & Safety	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pain Management	Yes	Yes	Yes	Yes	Yes	Yes	No
Skin allergies	Yes	Yes	Yes	Yes	Yes	Yes	No

Legend ■ Yes ■ No

Health and Safety of our Workforce

3. Regular safety audits and drills

At Lafarge Africa Plc., we undertake regular safety drills and audits across our plants and offices in Nigeria. This is our time-tested approach to ensuring that our Health and Safety systems and structures are as effective as should be. One of the key success factors of these audits were to objectively assess our safety practices and safety risks exposures, while exploring ways to further improve our overall safety systems.

In 2018, the following safety audits and drills were implemented:

- Group Safety Audits performed in all the countries where LafargeHolcim operates in, including Nigeria.
- Annual Safety Audits, across all our plants in Nigeria
- Evacuation and fire drills across different locations and sites in 2018.

To keep track of issues that stem from these audits, we manage a quarterly safety actions review and audit schedule, which helps us track issues that have been identified in previous audits and also ensure that safety loopholes are promptly identified and closed out.

4. Real-time Safety Tracking and Monitoring



Tracking monitors at our Oregon Office

Lafarge Africa Plc. remains on the journey to ensuring that our “zero harm” ambition filters through to all our operational sites and more extensively, across our value chain. In pursuing this goal, we have instituted a robust approach to capturing and tracking our safety performance per time. This helps us supervise the systematic application of our safety standards, identify loopholes and recommend next steps in addressing them.

One of the most active ways we track our performance per time is through our “I Care” platform. All our employees are required to identify, and report safety issues that have been noted within the plants and offices on the “I Care” reporting platform. To guarantee accountability, the “I Care” reporting platform allows employees assign reported issues to specific individuals expected to address the safety issues raised.

As an additional step to minimise our safety risks and prevent reoccurrence of safety incidents, we have instituted a robust “incident investigation process” which involves root cause analysis with case studies, and full reports (stating lessons learned) from serious accidents.

Health and Safety is a core competency at all levels of LafargeHolcim’s organisation, from site operators to top managers, and is a key component of personal performance.

Health and Safety of our Workforce

5. Health and Safety (H&S) Governance and Leadership

A robust H&S governance structure is one of the building blocks that strengthens our capacity to enforce a “zero harm” workplace. The following are the specific aspects of our H&S governance -

1. Leadership and accountability
2. Sponsorship from the top
3. Visible felt leadership
4. Clear line accountability for implementation, communication and compliance.

We have Health & Safety committees across all our plants. These committees help us in further driving improved performance. As at 2018, H&S composition are as stated below -

Name of Health & Safety Committee	Total number of Management Staff in Committee	Total number of Workers in Committee	Total number of Committee Members
HSE Steering Committee (Sagamu Plant)	18	7	25
IIF Committee (Ewekoro Plant)	22	2	24
HSE & IIF Steering Committee (Ashaka plant)	24	1	25
Plant Safety Review Committee (Mfamosing plant)	13	0	13
Health & Safety Committee (Readymix)	14	5	19

Our 2018 Health and Safety Performance Results

In 2018, we recorded zero fatalities and occupational disease for our permanent and contract employees across all our locations in Nigeria.

Category	Injury details across our plants as at December 31, 2018						Total working days
	Near Misses	First Aid injuries	Non-reportable injuries	Reportable injuries	Fatalities	Occupational disease	
Permanent employees	4955	12	0	6	0	0	3,996,706
Contract employees	1106	125	0	9	0	0	11,260,105
Total	6061	137	0	15	0	0	15,256,811

Lafarge Africa Plc. continues to pay rigorous attention to compliance with applicable health and safety standards. This further guarantees the protection of the health and safety of employees and contractors and the improvement of safety performance results over the coming years.

Health & Safety of our Workforce

5.1.1 Keeping our people and contractors safe

Safeguarding our employees, contractors and properties is essential to providing a smooth, trouble-free and productive work environment. At Lafarge Africa Plc., we are dedicated to this responsibility and we are constantly investing in our security systems. In 2018, our security personnel were trained on Lafarge Africa Plc's policies and procedures for human rights and their application to security. This is one of the steps we took to ensure mutual respect for the fundamental human rights of our security personnel and employees. In 2018, all 1,226 security personnel

employed indirectly through third party organisations and 31 security personnel employed directly by Lafarge Africa Plc. underwent various forms of trainings around safety, security, human rights, etc.

We also make certain that our third party security contractors meet regulatory standards and possess the capacity and knowledge to meet our predefined security standards and Key Performance Indicators (KPIs).



Work at Height training as part of 2018 Global Health & Safety Days

TURNING THE SPOTLIGHT ON

Safety Learning Centre – Lafarge Africa Plc.

Our ambition. One Objective. Make Health and Safety everyone's pride.

Safety trainings are part of the activities that help us promote a culture of safety amongst our employees and contractors. These trainings provide our employees and subcontractors with information about the risks related to their activities, as well as the required competencies to avoid/manage these safety risks. Through this trainings we are able to drive adoption across all worksites.

In 2018, we succeeded in setting a new standard for Safety training, through the introduction of Lafarge Africa's Safety Learning Centre in Sagamu. This Centre was commissioned on the 27th of June 2018, and 991 staff were trained in 2018. The introduction of this Centre is a depiction of our commitment to upholding the highest standards of health and safety across our locations in Nigeria.

The Centre has been furnished with "demo work equipment" that our

employees use for their operations, as well as first aid and safety tools. We have also invested in creating audio-visual safety materials within the Centre. These Videos and graphical illustrations communicate safety risks and standard approaches to minimizing the risks.

Safety trainings in this Centre focuses on six critical safety areas, which areas - Energy Isolation; Mobile Equipment; First Aid; Fire Fighting; Conveyor Booth; Work at Height (WAH),

Set up to achieve the objectives shown below, the Safety Learning Centre is an innovation that takes us closer to our aspiration to conduct our business with zero harm to people and to create a healthy and safe environment for our employees, contractors, communities, and customers. The following are the major objectives of the Safety Learning Centre -

Objectives of the Safety Learning Centre

- Develop a practical-oriented safety learning module that is easy to understand.
- Deploy new skills acquired during training sessions in order to improve safe systems of work.
- Enhance safety trainings through visual systems

The training approach in the Centre is a shift from the traditional "classroom methodology". Through the Centre, we have been able to better drive operational discipline by instilling a mindset of safe execution and follow-up in our employees and contractors. The following feedbacks were gotten from participants after the trainings in 2018 -

As a "Level Zero" safety training, trainees are primarily equipped with the knowledge and skills required to react when they are first responders in emergencies situations and also, practices that help minimise associated safety risks.



Work at Height training as part of 2018 Global Health & Safety Days

Feedback after sessions at the Safety Learning Centre

- I got tremendous value for VPC training and the drills
- Fire fighting session was interesting
- I now know that there is a risk assessment form to be filled after every single task
- The training was impactful and I recommend it to all staff
- Helpful in all areas of life
- Very interactive, use of real life examples, videos and experienced facilitators

TURNING THE SPOTLIGHT ON

Awards & Recognition

LafargeHolcim Middle East & Africa CSR Awards (LH MEA CSR Awards)



The objective of the LH MEA CSR Awards is to identify impactful CSR initiatives in the 19 countries within the Middle East & Africa region where LafargeHolcim is present.

Lafarge Africa Plc. won the Gold Prize in 2 categories:

- **Education/Employment** – for our investments in education, especially the Lafarge Africa National Literacy Competition.
- **Shelter/Infrastructure** – for the construction of the River Ibu Bridge, which improved the quality of living and economic productivity in six (6) communities in Ewekoro, Ogun State.

We were also named as the Global Prize Winner, beating out 18 other countries. Our winning initiative will be replicated across MEA with the support of the region.

The Sustainability, Enterprise and Responsibility Awards (SERAS) CSR - Africa Awards

Lafarge Africa Plc. has been recognised as a leading socially responsible organisation at the SERAS CSR - Africa Awards, the most prestigious awards for celebrating corporate social impact in Africa.

We were recognised under the following categories:

- Best Company in Education for our work in literacy development via the Lafarge Africa National Literacy Competition
- Best Company in Clean and Affordable Energy for our commitment to using alternative, clean fuels.
- 1st runner-up for the Overall Grand Prize of the SERAS CSR - Africa Awards
- 1st runner-up for Sustainability Practitioner of the Year for our Head of Sustainability and Brand.



Chief Financial Officer, Bruno Bayet (center), Communication Public Affairs and Sustainable Development Director, Folashade Ambrose-Medebem and employees at the 2018 SERAS CSR-Africa Awards where Lafarge Africa won 4 awards



His Royal Highness, Oba Babatunde Ajayi, the Akarigbo of Remoland supported by Engineer Femi Odumabo presenting the award of the most responsible corporate citizen to Lafarge Africa Plc received by Communications, Public Affairs and Sustainable Development Director, Folashade Ambrose-Medebem



Preheater tower
Mfamosing Plant

Appendix

2018 Performance table

	Unit	2016	2017	2018
Environmental Compliance				
Number of severe non compliance cases	#	18	0	0
Fines and penalties paid	CHF	8,000	0	0
Biodiversity				
Quarries with rehabilitation plan in place	%	43	43	100
Quarries with high biodiversity value	#	0	0	0
Quarries with high biodiversity value with biodiversity management plans in place	#	0	0	0
Total rehabilitated area	ha	503	505	637
Recycling and waste				
Non hazardous waste recovered	tonnes	445	252	0
Non hazardous waste disposed	tonnes	717	4,510	2,449
Hazardous waste recovered	tonnes	0	34	80
Hazardous waste disposed	tonnes	5	52	60
CO₂ Emission				
Specific CO ₂ emissions (kg/tonne of cementitious material)		608	557	542
Other atmospheric emissions				
Dust: Number of kilns reporting	#	6	4	7
Specific dust emissions (g /tonne of cementitious materials)		58	51	90
Total dust emissions	tonnes	316	244	433
Nox: number of kilns reporting	#	5	4	7
Specific Nox: emissions (g / tonne of cementitious materials)		683	591	634
Total Nox: emissions	tonnes	2'947	2'817	3'039
SO2: Number of kilns reporting	#	5	4	7
Specific SO2 emissions (g/tonne of cementitious materials)		103	297	1'046
Total SO2 emissions	tonnes	445	1'414	5'017
VOC: Number of kilns reporting	#	0	3	4
Specific VOC emissions (g/tonne of cementitious materials)		5	2	2
Total VOC emissions	tonnes	12	6	2
Mercury: Number of kilns reporting	#	0	3	4
Specific Mercury emissions (mg/tonne of cementitious materials)		4	8	3
Total Mercury emissions	tonnes	0	0	0
Dioxins / Furans: Number of kilns reporting	#	0	3	4
Specific Dioxins/ Furans emissions (ng TEQ/tonne of cementitious materials)		11	16	18
Total Dioxins/Furans emissions	g TEQ	0	0	0
Water				
Total water withdrawal	Cubic meters	5'505'326	2,684,873	2'160'625

2018 Performance table

	Unit	2016	2017	2018
Total freshwater withdrawal	Cubic meters	5'124'091	1'776'827	1'504'129
Freshwater withdrawal from ground water	Cubic meters	44'116	50'551	47'920
Freshwater withdrawal from surface water	Cubic meters	581'648	918'510	1'372'432
Freshwater withdrawal from municipal waters supplies or other waste utilities	Cubic meters	2'274	1'706	1'638
Freshwater withdrawal from other water sources	Cubic meters	4'496'052	806'060	82'138
Non-freshwater withdrawal	Cubic meters	5'500	990	0
Rainwater harvested		375'735	907'056	656'496
Total water consumption	Cubic meters	5'802'667	1'881'945	1'552'882
Total water discharge	Cubic meters	3'477'574	802'928	607'742
Water discharge to surface water	Cubic meters	2'296'074	702'928	607'742
Water discharge to Ground or soil infiltration	Cubic meters	0	0	0
Water discharge to offsite treatment	Cubic meters	0	0	0
Water discharge to others	Cubic meters	181'500	0	0
Specific freshwater withdrawal (L/t of product)		873	209	233
Employees				
By employment contract and age interval				
Permanent employees	#	1835	1658	1592
Employees under the age of 30	%	5.4	3.4	4.8
Employees between 30 and 50	%	84.7	84.2	82.3
Employees above 50	%	9.9	12.4	12.9
Gender diversity				
Gender diversity – females management level	%	10.6	11.3	10.9
Gender diversity – females non-management level	%	2.0	1.6	1.6
Gender diversity – females total	%	8.3	9.0	9.1
Development				
Employees in senior management who had annual performance review	%	7.6	7.4	8.0
Employees in middle management who had annual performance review	%	10.8	11.4	12.6
Employees in junior management who had annual performance review	%	55.4	58.5	60.0
Non-managers who had annual performance review	%	26.2	21.34	19.4
Communities				
Social Investments	Naira (million)	748	661	868



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 2018.

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 2018 has not been prepared, in all material respects, in accordance with the specific related LafargeHolcim Group targets.

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. Sustainability Report 2018 (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 2018.

(A)

LafargeHolcim Group Sustainability Targets	Selected Information (as documented in Lafarge Africa 2018 Sustainability Report)
By 2030, we want to produce 40% less net CO ₂ per tonne of cement than we did in 1990 – representing an additional effort of 19% reduction if we consider 2014 as reference year. (2030 target for thermal substitution rate is >24%)	In 2018, we recorded a CO ₂ emissions figure of 540kg cementitious material - Net CO ₂ emissions value, which is about 5.7% reduction in CO ₂ emitted as compared to 2017.
By 2030, we want to use 80 million tonnes of resources made from waste in our operations each year.	In 2018, we used 53,709 tons of waste as alternative fuel for production at our Ewekoro Plant through the Geocycle function.
By 2030, we want to achieve a zero fatality target, a Lost Time Injury Frequency Rate of 0.2, a 50% reduction in Total Injury Frequency Rate (vs 2015), and have an occupational disease rate of 0.1.	Fatalities: FTE & Contract – 0 ODR: FTE & Contract – 0 Manday Lost FTE & Contract – 0
We want to promote equality and diversity at LafargeHolcim. We want to achieve a minimum of 30% gender diversity at all management levels around our business by 2020.	We have a 71% male and 29% female gender split on our 14 man executive team.
By 2020, audits on environmental compliance and performance (second party or third-party audits) conducted on all production sites once every 5 year (compliance to legal requirements and other commitments)	At the end of 2018, no fines were incurred for Environmental non-compliance.
By 2030, we want to help 75 million people live better lives through our affordable housing solutions, our inclusive business initiatives and our social investments.	We have a comprehensive database of all issues/conflicts in communities, engagement mechanisms, dependencies and status of resolution.

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.

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 non-financial 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 2018, 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 Lafarge Africa's staff primarily responsible for matters on sustainability;
- Interviews with primary process owners (key management staff) across departments including Sustainability & Governance, HSSE, Strategy, Finance, Human Resources, Compliance and Procurement;
- A study of the key controls put in place by the management over the Selected Sustainability Performance Information;

- Reviews of documented policies, reports and supporting information for relevant management 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.
- Evaluation of the GRI Index on Lafarge Africa Plc.'s website for compliance with the GRI application level requirements for 2018.

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 Lafarge Africa'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 2018.

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's Sustainability performance and activities. We permit this report to be disclosed in the Sustainability Report for 2018 for the year ended 31 December 2018, 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
11/07/2019
Chartered Accountants
Lagos, Nigeria
Engagement Partner: Edafe Erhie
FRC/2013/ICAN/0000001143

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**For questions, comments and feedback on this report,
please contact us:**

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