



DRIVING SUSTAINABLE INNOVATION AND GROWTH THROUGH PARTNERSHIPS



Ewekoro Line 1, Ogun State

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➤
Roadcem Team at the Murtala Muhammed
Airport Road constructed with Lafarge
Africa's Roadcem



Introduction

2019 Highlights

SUSTAINABILITY PILLARS



CLIMATE AND ENERGY



CIRCULAR ECONOMY



ENVIRONMENT



COMMUNITY

AMBITIONS

Reduction of CO₂ emissions

Increased reuse of waste-derived resources

Reduction of freshwater withdrawal

Creation of shared value

INDICATORS

CO₂ emitted (kg CO₂/t cementitious)

Quantity of waste reused (M tons)

Freshwater withdrawn (litres freshwater /ton cementitious)

Social investment programme and initiatives

2019 PERFORMANCE

Net CO₂ emissions of 555kg/tonne of cementitious material

Utilised 105,630 tonnes of waste derived resources in 2019

Freshwater withdrawal per ton of product was 227L/ton for cement and 209 L/M³ for ready mix

Directly impacted over 115,000 beneficiaries within and beyond our host communities



Chairman's statement



“Sustainability for us at Lafarge Africa Plc. is one of our corporate values that motivates and inspires our employees to go above and beyond.”

Dear Stakeholders,

It is my pleasure to present you with the 2019 Sustainability Report, our 5th sustainability report. As the global leader in building materials and solutions, our footprints in the Nigerian cement manufacturing sector has spanned well over 60 years with remarkable feats to show for it.

Looking back, we have contributed to the development of major capital projects and infrastructures at all levels of society such as National Assembly Complex, Abuja; Federal Secretariat, Abuja, Third Mainland Bridge, Lagos amongst many others.

This report reaffirms our view on the importance of partnerships, and illustrates our efforts towards continuous communication with you, our most valued stakeholders.

The theme selected for this year's report '**Driving Sustainable Innovation and Growth Through Partnerships**' further demonstrates our commitment to building partnerships to achieve our 2030 sustainability strategy which aligns with the United Nations Sustainable Development Goals (United Nations SDGs).

We strive to create sustainable values through our business activities for our customers, employees, shareholders and community.

For us at Lafarge Africa Plc, we recognise the importance of partnerships with our stakeholders. We understand that we are our strongest when we come together, in this regard we endeavour to motivate and inspire each of our employees to go above and beyond as we work together in creating long-term value.

As one of Nigeria's largest cement manufacturers, we understand that it is our responsibility to continuously, innovate, support and create sustainable products, operations and growth. We believe our four paths to more sustainable construction: Climate and Energy, Circular Economy, Environment, and Community, embody our company's ethos and our goal towards a sustainable future.

Looking back at the previous year, I feel extremely proud of many great feats Lafarge Africa Plc has achieved. We are making significant strides in developing and innovating our products to consistently exceed our consumers' expectations.

In addition to our circular economy actions towards cleaner production, Lafarge Africa Plc is also working to combat the negative externalities that come about during the process of our mining and environmental activities. So far, we have achieved afforestation of over 15 hectares of land, these areas of land are now completely green with trees that can be used for ornamental and environmental purposes. This rehabilitated land was backfilled with indigenous trees and is currently being maintained to prevent withering or deterioration. In addition to this, 26,000 tree seedlings were planted across our quarry locations as we work to further enhance our positive impacts on our planet.

Before I close out this letter, I would like to acknowledge and appreciate our exemplary employees, without whose efforts, we would never be able to achieve our goals. I would also like to thank our stakeholders for holding us to the highest form of accountability and standards, enabling us to continue to grow as we strive to achieve the targets set for us.

As you read through this report, I hope you can identify the strides Lafarge Africa Plc is continuously taking towards a more sustainable Nigeria!

Signed

Mr. Adebode Adefioye
Chairman



CCEO'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,

Our industry plays a critical role towards providing the infrastructure that supports economic growth while also improving the quality of life for billions of people around the world. Over the coming years, the population is projected to grow exponentially, as such we anticipate the increase in demand for our building materials. We continue to innovate with products and solutions that satisfies the demands for sustainable construction while still creating value.

Commitment to sustainability has been an integral part of our corporate culture for years. Throughout the organisation, our employees are passionate about finding new solutions and ways of working that challenges and positions our business as a responsible and ethical company.

Our commitment to leadership in sustainability is anchored on our corporate values. We aim to create more value for our customers, consumers, employees, neighbours, shareholders, the communities we operate in, and for our company as a whole while still consistently working to ensure there are no adverse impact on the environment.

In our theme for this year – **“Driving sustainable innovation and growth through partnerships”**, we made excellent progress through our alternative energy and recycling strategy. In line with this, we successfully signed an MoU with the Food and Beverage Recycling Alliance (FBRA), a consortium of consumer goods corporate organisations, to reuse their PET bottles while contributing to efforts in minimising the problem of waste management within our society. These plastics will be reused for energy generation in our kilns.

As an environmentally conscious company, we have placed great emphasis on the importance of protecting our environment while still striving to increase our energy and resource efficiency. Our Geocycle facility, launched in 2018, has increased our alternative energy source from 9,797 tonnes of waste in 2013 to 90,819 in 2019; a total of 827% increase.

On behalf of the Board and Management of Lafarge Africa Plc, I like to thank each and every person who has contributed and partnered with us in driving sustainable innovation and growth.

Signed

Mr. Khaled El Dokani
Chief Executive Officer



Our 5-Year Journey

Our 5 Year journey has been one of progressive transformation. We have fully integrated the LafargeHolcim's Sustainability Strategy which 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.

At the LafargeHolcim Group and in furtherance of this commitment, the appointment of the Chief Sustainability Officer and serving on the Executive Committee affords a great opportunity to reinforce leadership and adopt a horizontal approach to Sustainability while entrenching Environment, Social and Governance across our business.

To attest to this commitment, Lafarge Africa was ranked fourth best Corporate Social Responsibility and Sustainability Company in Nigeria by Forbes Africa. Our commitment to driving sustainable innovation and growth has been demonstrated through our impact in the last 5 years as highlighted in the next page.



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



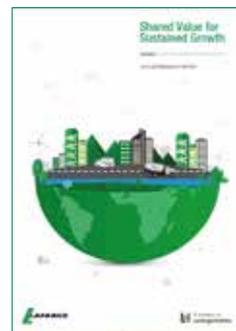
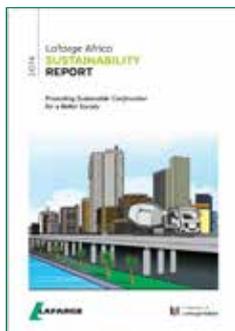
2016

2018

2015

2017

2019



2015

Climate

40% reduction in CO₂ emission per ton of cement produced

Deployed technology such as bag filters, gas conditioning towers, etc.

Introduced alternative fuels for emission reduction in Sagamu plant

Circular Economy

Reused other forms of waste-derived resources in our processes

264,000 litres of sludge recycled in our Mfamosing plant

Water & Nature

Water withdrawal volume of 2,391,558m³

Installation of N1,600,000 process water collection point at NKB Oregun to promote water reduction footprint

Quarry land afforestation of 200 ha in Sagamu and Ewekoro

Partnership with the Ogun state government and NSIA for collective regeneration of 108,000 ha of degraded forest lands

People & Communities

8,205 beneficiaries of affordable housing programme in 9 states

15,000 beneficiaries of microfinance scheme across 10 states through

2525 staff volunteering hours to carry out various developmental initiatives across our operations

N604,245,559 spent on social and community investment projects

2016

Climate

Net CO₂ emissions per ton of cement at 532kg/ton

Specific CO₂ emissions of 3 million kg/tonne of Cementitious material

316 tonnes of dust emissions in 2016

Circular Economy

Introduction of biomass as energy source in Ewekoro

127,300 tonnes of waste derived resources used

Water & Nature

Installation of flow meters at our sites

Water recycling system at 41% of our sites

Completed biodiversity assessments in line with best practices

People & Communities

700 beneficiaries of rehabilitated boreholes with solar power for Mfamosing Community

25000 Beneficiaries of Easy Home scheme across 10 states

Investments of over N700m made in CSR initiatives

2017

Climate

Total CO₂ emissions reduction to 575kg/ton of Cementitious material

Deployed emission reduction initiatives such as increasing thermal substitution rates, management of specific heat consumption, etc.

22% reduction in dust emission to 244 tonnes of dust

Circular Economy

Agreement with the Nigerian beverage industries and Lagos state government in the use of their waste products in our production process

Increase in thermal substitution rate from 4% in 2016 to 9% in 2017 from alternative energy use

Water & Nature

47% of our plants have a water recycling system deployed

Zero non-compliance cases recorded, and zero fines and penalties

Commenced Environmental Management System (ISO) standard certification process in Mfamosing and Ashaka plants

People & Communities

Over N600m spent on diverse social investment programmes and initiatives for community development with over 450,000 beneficiaries

17 new group wide compliance standards covering the site environmental audits and HSE management

2018

Climate & Energy

Net Co₂ emissions of 542kg/ tonne of Cementitious material, 5.7% reduction from 2017

Dust emission reduction initiative implemented across all plants

NGN255,300,000 spent in replacing Ewekoro kiln 2 bag filter cages

Circular Economy

Launch of Geocycle, Nigeria's first full-fledged professional waste management service provider

53,709 tonnes of biomass waste sourced for alternative fuel use

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)

Environment

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

100% of the quarries had rehabilitation plan in place a 57% improvement on the 2017 record of 43%

Community

Launch of CCEO's Social Contributors' Award

200 youth beneficiaries of capacity building programmes

Signed a MOU to mark the World Against Child Labour towards sustaining best procurement practices and engagement with vendors and stakeholders

2019

Climate & Energy

Total CO₂ emissions of 555kg/tonne of Cementitious material was recorded in 2019, indicating a 2.40% increase from 542kg/tonne in 2018

We have a 50% total substitution rate in our Ewekoro kilns and a global substitution rate of 12.4%

Completion of the coal mill line 2 project in Ewekoro

Circular Economy

90,819 tons of waste used as alternative fuel through the initiative of the Geocycle function

Signed an MoU with the Food and Beverage Recycling Alliance (FBRA) to reuse their PET bottles for energy generation in our kilns

Environment

Reduction in non-hazardous waste disposed of in 2019 with 4,104 tonnes disposed in comparison to 4,490 tonnes in 2018

Freshwater withdrawal per ton of product was 227L/ton for cement and 209 L/M³ for ready mix

Community

Boreholes, hand washing stations and modern public toilets deployed in almost all the schools within our host communities

51 Community Relations Council (CRC) meetings across all our host communities

Over N146m was implemented for public utilities, health centres and community training on soft skills and provision of tools in Ashaka

Over 4,300 work hours in employee volunteering hours



Did you know?

1 Lafarge Africa Plc. was founded in 1959.



2

Lafarge Africa Plc. emerged as one of the top 50 reputable brands in the country, after an annual selection and showcasing by TOP 50 BRANDS NIGERIA in 2015.



3

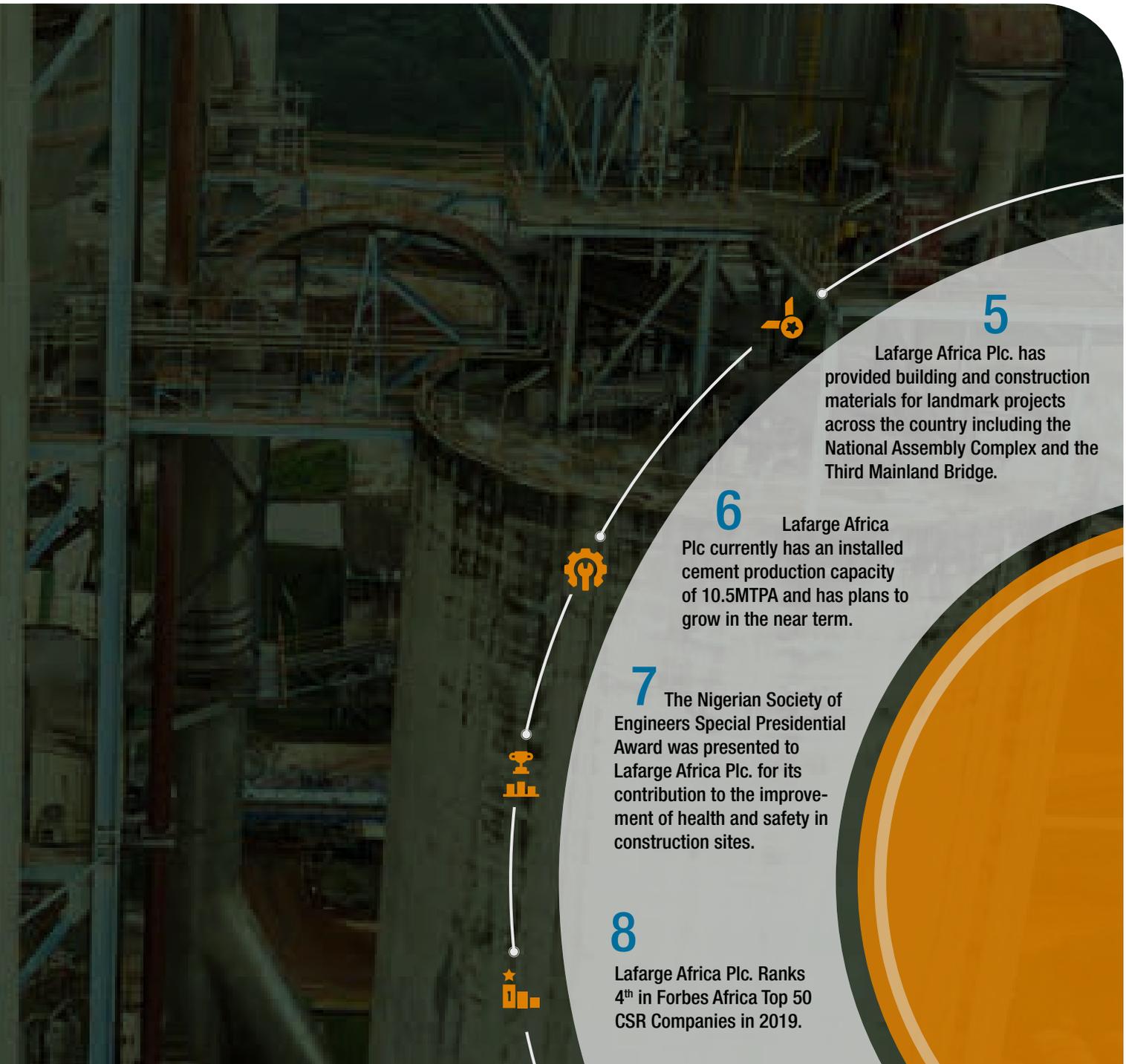
Lafarge Africa Plc. emerged Best Company in Stakeholder Engagement in Nigeria at the 10th edition of the Social Enterprise Report Awards (SERAs) in 2016.



4

In 2018, Lafarge Africa Plc. launched Geocycle which offers waste management services to a variety of waste generation sectors.





5

Lafarge Africa Plc. has provided building and construction materials for landmark projects across the country including the National Assembly Complex and the Third Mainland Bridge.

6

Lafarge Africa Plc currently has an installed cement production capacity of 10.5MTPA and has plans to grow in the near term.

7

The Nigerian Society of Engineers Special Presidential Award was presented to Lafarge Africa Plc. for its contribution to the improvement of health and safety in construction sites.

8

Lafarge Africa Plc. Ranks 4th in Forbes Africa Top 50 CSR Companies in 2019.



→
Skyline of Lagos, Nigeria



LEADERSHIP AND SUSTAINABILITY

Sustainability at the Core (Excom Commitment Statement)

"Being a responsible organisation, we remain mindful of the importance of partnership with the communities where we operate. Our sustainable development initiatives within these communities have contributed immensely to the Nigerian economy."



Khaled El Dolkani



Chief Executive Officer

"By increasing production capacities across our sites, we are creating jobs and contributing positively to the economic and social development of Nigeria"



Lolu Akinyemi



Chief Financial Officer

"We are committed to fulfilling the responsibilities as the leaders in sustainable construction as we ensure our operations adhere to the highest environmental, social and governance standards. Our commitment to our stakeholders drives our transparency and accountability when disclosing the organisation's economic, environmental and social performance. Through our partnerships and alignment, we show our dedication to creating more value for our stakeholders"



Folashade Ambrose-Medebem



Communication, Public Affairs and Sustainable Development (CPASD) Director

"Driven by innovation, we are committed to improving the energy efficiency of our equipment thereby reducing our carbon emissions as part of our contributions to fighting climate change."



Olusegun Shoyoye



Industrial Director

"We ensure that the labour and human rights of our employees are not encroached on but rather improved and they have access to adequate healthcare and benefits regardless of age, gender or religion"



Gbemiga Owolabi



Organisation & Human Resources (O&HR) Director

"As a responsible organisation, we strive to source a majority of our supplies locally and provide consumer education on our products to improve sustainable consumption"



Gbenga Onimowo



Commercial Director

"The sustainability of our business processes is imperative to us. As such, we remain committed to continuously improve in all our operations while providing livelihoods for stakeholders in our host communities."



Ibrahim Aminu



Managing Director, Ashaka

"At Lafarge Africa Plc, we are committed to complying with applicable local & international laws. Our corporate governance policies seek to ensure sustainability is embedded across the Company."



Adewunmi Alode



General Counsel & Company Secretary

"Through innovation we have created a circular economy model using waste as alternative fuel. This model further contributes to the economic development of our local communities by creating livelihood opportunities for them."



Daniel Adedokun



Head, Geocycle

"Health and Safety is our core value, as such, we are committed to creating a safe working environment for our employees and ensuring compliance with health, safety and environment related regulations"



Folake Odegbami



Head, Safety Health and Environment

"We continue to innovate around our resource and energy efficiency in the production process to create safe and adaptable products for various construction needs."



Bestow Enuma Akeze



Head of Aggregates and Concretes

"We continuously invest in innovation and technology to improve construction efficiency as well as contribute to housing and infrastructure development across the country."



Jumoke Adegunle



Head, Mortar

"We pride ourselves in being a responsible and ethical company. We are unwavering in our efforts to protect the fundamental human rights of all our stakeholders to ensure business continuity."



Helmut Korak



Country Security Manager



A Sustainable Business Practice

➤ Changing Landscape

Lafarge Africa Plc. is a cement manufacturer headquartered in Lagos Nigeria. We are members of the LafargeHolcim Group – the largest building and concrete solutions company in the world, comprised of eighty (80) operations globally; and publicly listed on the Premium Board of the Nigerian Stock Exchange (NSE).

As one of Nigeria's leading cement manufacturers, Lafarge Africa Plc. serves the Nigerian market with top quality cement and concrete solutions created 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 ethos, driven by our Communications, Public Affairs and Sustainable Development (CPASD) department seeks to continuously create shared value with society through innovative and sustainable solutions in line with the triple bottom-line. At Lafarge Africa Plc., we pursue excellence, innovation and initiative; through these lenses, we pride ourselves in being the first Nigerian cement company to publish a sustainability report.

Through our sustainability reports, we have consistently projected our principles of sustainable development and responsibility to all stakeholders and the society at large. Lafarge Africa Plc. continues to drive sustainable solutions for better construction and infrastructure, building a visible and enduring legacy on Nigeria's landscape.



i 3 of our sites are ISO 14001:2015 Certified

→
Mfamosing Plant



Building Blocks of our Business

As a global leader in building materials and solution, we aim to serve our customers, while demonstrating responsibility and upholding ethics in our dealings with all stakeholders.

We remain committed to building a stronger Nigeria safely, ethically and sustainably through innovative construction solutions.

Our Core Values

As a member of LafargeHolcim, we are driven by the tenets of sustainable development and the Group's strategy towards entrenching sustainability in all we do. This is backed by our continuous drive to create shared value within society. We are focused on providing innovative products and services with impeccable standards, offering value to our end users. Our values are geared towards achieving our goals and objectives, they serve as a framework for how we interact with each other and our stakeholder groups.

Health & Safety

Health and Safety is our core value and is embedded in everything we do.

Customers

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

People, Openness & Inclusion

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

Results

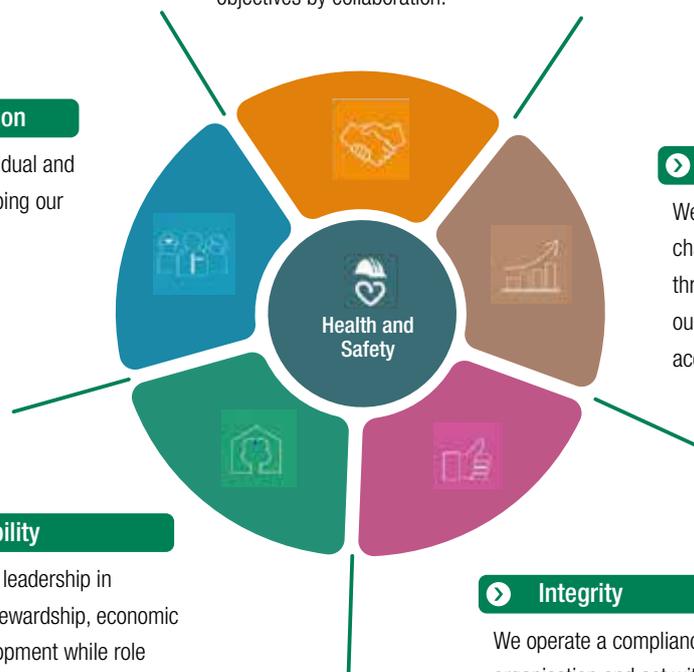
We introduce new ways of looking at challenges to achieve excellent results through business insights and the quality of our decision making while ensuring accountability.

Sustainability

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

Integrity

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



Confidence in how we do Business

Corporate Governance and Accountability

As a part of the LafargeHolcim Group, our corporate goal is to ensure sustained long-term value and success of the company in the interest of various stakeholder groups i.e. customers, shareholders, employees, suppliers and the communities where we operate.

In adherence to the ethos of effective governance arrangements and accountability, our corporate governance policies seeks to ensure sustainability is embedded across the organisation. The Board of Directors being the highest body for accountability within the company also ensures that adequate procedures and frameworks are in place for managing risks and opportunities.

Our corporate governance policies which serve as guidance frameworks ensure we respond to stakeholder needs through:

- Transparent and sustainable value creation by clearly delineating responsibilities, management processes and organisation;
- Continuous monitoring of the Board of Directors' performance and efficiency;
- Appropriate decision-making relating to policy principles and controls; and
- Entrenching of the five core values of the Company which are improved customer relations, results, integrity, sustainability and people development.

Our Corporate Governance principles and practices are further strengthened by highest level of commitment to the principles and policies that articulate our values, ethics and business principles accompanied with an appropriate mechanism to report any concerns pertaining to non-adherence.

Ethics and Integrity

At Lafarge, we are committed to maintaining high standards of openness and integrity, which formulates the foundation for our corporate culture, values and governance. Our very ethos as a company is hinged upon the principles of ethics and integrity as it influences our mandates around, whistleblowing, code of conduct, Anti-bribery and Corruption, Diversity and Inclusion.

Code of Conduct

Our Code of Business Conduct underpins our commitment to conducting business with integrity and respect for applicable local regulations. It ensures that our commitments are actualised and that we adhere to relevant laws and regulations governing our business operations. It sets out our expectations regarding anti-corruption, money laundering, labour-related issues, the environment, and violation of applicable laws amongst others.

Whistle Blowing

At Lafarge Africa Plc, we are committed to conducting our business with the highest possible standards of integrity and in accordance with our Code of Business Conduct. In the event of a suspected breach of the above Code, our Global Integrity Platform or whistleblowing line (otherwise known as the Integrity Line) serves as a medium through which employees and stakeholders can report such breaches. As all reports and the identity of the whistleblowers are kept confidential during and after investigations, reports are therefore made without any fear of victimisation or persecution.

The whistleblowing line and channels for reporting are known to our employees, contractors, and other stakeholders, who also understand the policies that guide ethical behaviour. In the event of an incidence, members of our Internal Control Unit's Investigations Team comprised of certified fraud examiners are responsible for handling all reported cases promptly.

Diversity and Inclusion

The individual differences and perspectives of our employees, brought on by their diversity, is essential to our strength and innovative capabilities as a business. We are continuously striving to make Lafarge Africa Plc. an inclusive working environment in which every one of our employees feels valued and individual performance is recognised.



Anti-bribery and 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;
- 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;
- Implementing and enforcing effective systems to counter the risks of bribery and corrupt practices in the form of gifts, entertainment, favors, discounts or other forms of improper benefits where the company could be held liable;
- Prohibiting the Company as well as third parties acting on our behalf, from engaging in fraudulent acts, corrupt practices and all other forms of bribery or benefits to public officials, their family members and other individuals.

In respect of this, our 4 cement plants, 6 Ready Mix plants including our Geocycle operations have been assessed for risks related to corruption.



→ Our Business Code of Conduct



Our Operations (Market Presence & Scale of Organisation)

With plants in Ewekoro (3.7 mtpa) and Sagamu (0.9 mtpa) in the South West, Mfamosing (5.0 mtpa) in the South-South and Ashaka (0.9 mtpa) in the North East of Nigeria, Lafarge Africa Plc currently has an installed cement production capacity of 10.5MTPA and has plans to grow in the near term.

Lafarge Africa Plc. has four business segments that are used in the construction of simple buildings to technically, architecturally complex infrastructure projects as well as for building solutions



Mfamosing Vertical Cement Mill



We offer an extensive line of sustainable and innovative cements and hydraulic binders.

Our aggregates serve as raw materials for concrete, masonry and asphalt as well as base materials for buildings, roads and landfills.

We stand apart through the quality and consistency of our concrete products

We deliver targeted solutions to customers' specific needs with the help of our local market knowledge combined with R&D capabilities



Creation of Shared Value

Our strategy for economic development is geared towards creating sustainable cities. We contribute to the construction and infrastructure industry in Nigeria by providing innovative solutions which support the provision of more affordable housing by making them compact, durable, beautiful and better connected.

Two years after the launch of the “Group Strategy 2022: Building for growth”, LafargeHolcim has achieved almost all set targets for 2022 across all value drivers.

The Group achieved record results in net income, operating profit, earnings per share and free cash flow with a sharp decrease in net debt.

In addition to a successful financial performance, we set more ambitious targets for carbon emissions with the introduction of our first carbon-neutral concrete into selected markets with the aim of expanding our range of low carbon building solutions

	VOLUME GROWTH	RECURRING EBITDA GROWTH	FREE CASH FLOW TO RECURRING EBITDA
2022 Target (%)	> 4	>5	>40
Group 2019 Performance (%)	0.5	6.5	49.5
Lafarge Africa Plc.'s 2019 Performance (%)	0.0	12.7	71.6

Economic Value Creation

At Lafarge Africa Plc., we are aligned with our Group’s Strategy 2022 and its four value drivers - Growth; Simplification & Performance; Financial Strength; Vision & People - with sustainability being a key element to develop our strategy.

We have developed strategies on how to continuously yield profitable growth for our shareholders, stakeholders and the Nigerian economy at large.

We strive to be recognised as a responsible and ethical company within our industry, by our stakeholders and society as being at the fore of sustainable construction.

OUR FOUR VALUE



VALUE CREATED IN 2019

Growth – Being a driving value and fundamental principle of Strategy 2022, we have contributed to growth in 2019 through aggressive innovation and expansion in the Nigerian market with new products and a new Route-to-Market strategy. Our net sales figures – NGN213bn, contributed to gross domestic product (GDP) and building the economy.

Simplification & Performance – We made progress by improving and unifying our business processes and logistics across the country.

Financial Strength – Towards maintaining value creation, we funded growth through divestments of our South African operations. Within our operations we reused 90,819 tons of waste as alternative fuel which further contributed to reducing financing costs.

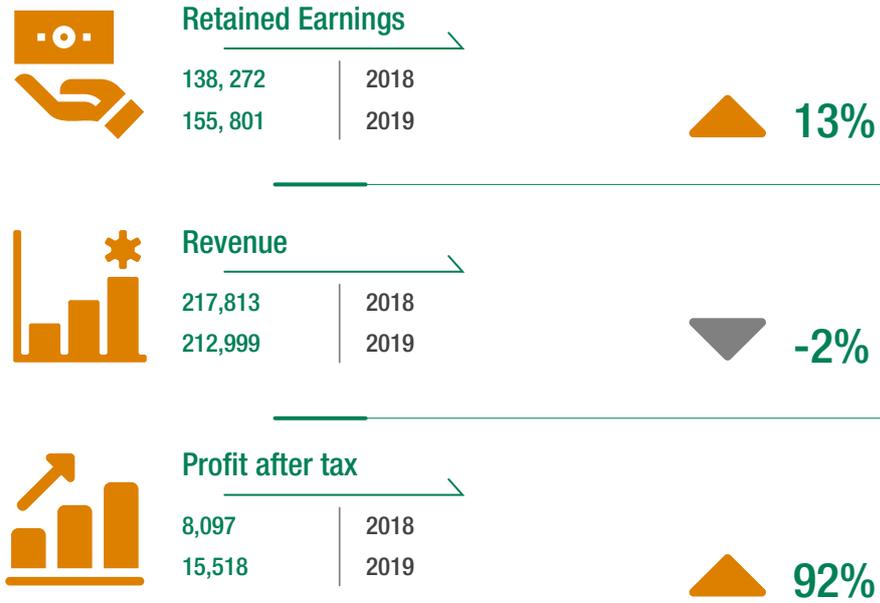
Vision & People – Our leadership team is fully committed to delivering on our Strategy. They are at the forefront of driving the values of trust and integrity which makes for a responsible company. In 2019, a total amount of N146,601,237 was implemented for social development within the coal mine communities in Ashaka.



Our Contribution to the Economy

The success of our business impact is evident in our economic contributions to the Nigerian economy. The jobs created by our operations, our empowerment initiatives and contributions to the

Internally Generated Revenue of States and Federal governments contribute to the economic development of our country.



* figures are in NGN(Million)

Metric	FY '16	FY '17	FY '18	FY '19
Direct Economic Value Generated	103,632	182,460	219,195	215,351
Revenue from operations	87,198	177,170	217,813	212,999
Other Income	16,433	5,289	1,382	2,352
Economic Value Distributed	77,683	179,379	211,098	199,833
Operating Costs	64,236	134,235	164,614	163,842
Employee wages & benefits	6,915	15,875	16,053	16,598
Payment to provider of funds	6,532	28,332	40,038	17,019
Payment to Government	-	938	(9,607)	2,374
Economic value retained	25,949	3,081	8,097	15,518



Products and Services

We are committed to generating value for customers and responding to the peculiar needs of the markets in which we operate. Having served the Nigerian market for decades with durability, maturity, resilience, reliability and a unique understanding of our customers' needs, we are empowered to provide innovative products and solutions that will stand the test of time.

We are home to a number of formidable brands with impeccable standards and quality that have been designed using the best technology for exceptional product quality. As a sustainable driven company, we continue to leverage evolving technology in our cement production process.



→ Suapfix Team at Orile during the Supafix external activation

Product	Description	Benefit
	Elephant Cement symbolised by the strength of an elephant has a strong presence in the Southwestern region of Nigeria.	<ul style="list-style-type: none"> • Consistent quality • Strength that meets the needs of domestic and most site projects • Smooth finishing with no cracks • Superior workability for easy handling and productive concrete and mortar work
	AshakaCem, the 'Star of the North' has a proven record in Northern Nigeria.	
	UniCem is one of the leading brands in the Eastern region of Nigeria.	



Product	Description	Benefit
	PowerMax is a premium technical cement for high-grade concrete users. It is produced by intergrinding Portland cement clinker with a controlled amount of limestone and gypsum.	<ul style="list-style-type: none"> • Consistent quality • Improved workability • Reduced bleeding and porosity • Improved cohesion • Low heat of hydration • Environmentally friendly (Less CO emission)
	Elephant Supaset is a Portland limestone cement which was formulated to satisfy the requirements of sandcrete block and precast concrete segment of the Nigerian building industry.	<ul style="list-style-type: none"> • Consistent quality • No breakages • Quick turnaround • High early strength
	RoadCem is a specialised cementitious binder that was 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 roads • Increase in bearing capacity and strength of roads
	Supafix is a cementitious tile adhesive made of grey cement, calcareous aggregates, organic and inorganic additives. It is used for placing ceramic tiles, flooring applications and indoor coating solutions or construction sites.	<ul style="list-style-type: none"> • More affordable • Easy to use • Better finishing
	ReadyMix concrete products are of consistent high quality. They are produced using cement mixed with aggregates and admixtures. It conforms to the EN 206-1:2013 concrete standard for specification, performance, production and conformity.	<ul style="list-style-type: none"> • High speed of construction • Reduced handling costs of materials • Lower energy and resource consumption • Quality control

Etex is a cement product designed to specification for manufacturing roof tiles.

SRC is a sulphate resistant cement for coastal construction.



Products and Services

Beyond our cement products and concrete solutions, we provide advisory services on all aspects pertaining to the use and application of cement by our customers. Some of our advisory services include:

- ▶ Concrete mix designs optimisation;
- ▶ Comprehensive technical support;
- ▶ Materials and concrete testing;
- ▶ Development of site concrete quality management system.

Our go-to-market model is a unique customer experience feature which ensures that we deliver our products directly to consumers and resellers. Through this we have been able to maintain relationships with distributors and retailers and create a partnership that transcends the traditional “buying and selling” model. The support we receive from our “trade partners” is a crucial factor in our corporate success story at Lafarge Africa Plc.

Some of the ways in which we support our trade partners in building efficient distributions and sales strategies include:

Branding and marketing support

In line with our commitment to creating shared value in our society, we take interest in the growth of our trade partners by supporting our distributors in branding their stores to make them more attractive to customers. We also engage our distributors flexibly and refrain from compelling them to display or exclusively put up our products for sale.

Credit support

Lafarge Africa Plc. provides credit services to support our trade partners by offering a line of credit which will reduce or eliminate financial constraints on our trade partners with a good business performance record. It is done in either of the following ways:

- ▶ Supply of our products with a payment schedule;
- ▶ or support for the distributors in obtaining credit facilities from banks.

Our robust credit risk management for these trade partners helps us ensure this process remains mutually beneficial.

Customer loyalty programmes and rewards

Our trade partners contribute to our business growth immensely, as such we are dedicated to supporting them through periodic compensation and recommendations for their business growth.

Field support and training

An approach to supporting the business of our trade partners, is to establish a channel for good rapport and free flow of communication with our partners. Our Field Sales Managers are mapped to Key Distributors across different locations in Nigeria, while our “in-house” teams provide support to trade partners. We have also made investments in training our employees on specific skills and knowledge which amounts to added value for the businesses of our trade partners.

Geocycle

The launch of our Geocycle business – which is Nigeria’s first full-fledged professional waste management service provider offering services to a variety of waste generating sectors – was necessitated by the environmental challenges in Nigeria, particularly the vast amount of waste generated annually.

In furtherance to our commitment to create a circular economy model beyond the building materials industry, we collect waste directly from municipalities and industries and destroy them to recover energy and recycle materials through a process called co-processing. By using our cement plants for these processes, we have been able to provide additional environmental value through reduction in the volume of waste to landfills, saving public funds and creating a cleaner living environment.



Health and Safety is our core value and is embedded in everything we do.

→
PPE Day



VALUE THROUGH INNOVATION IN SUSTAINABILITY

Sustainability at Lafarge Africa Plc.



With the megatrends such as population growth and urbanisation being experienced in Nigeria, it is imperative that we look inwards in understanding how innovative and sustainable solutions can future-proof our continuous ability to meet the needs of our stakeholders.

Over the years, we have leveraged our updated Sustainability Strategy and this year, our focus has been in alignment with our Group's approach of ensuring a complete alignment between sustainability ambitions and the 2022 Strategy: 'Building for Growth' consisting of four pillars – Growth; Simplification & Performance; Financial Strength; Vision & People. This strategy is aimed at driving profitable growth for our business and safeguarding returns to our stakeholders.

We have laid solid foundations and strengthened our commitments to this journey. As a business, our determination is further transformed by the new realities that we face globally. More than before, we are resolute about setting new standards, towing new paths and being audacious about our ambitions. We will continue to entrench sustainability with our various stakeholders through partnerships and the need to build for the future.

Titilope Oguntuga

Head, Sustainable Development and Brand I Communications, Public Affairs & Sustainable Development

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Energy (Industrial)

Sola Akinboboye |
Security

Ismail Salami |
Marketing



Imbibing a Culture: Sustainability Week

To entrench a culture of impact and community, this year, we embraced the spirit of connecting people and caring for the environment in commemorating our sustainability week held from the 15th – 19th of July 2019. It was a week of creating more awareness, advocacy and action on the importance of sustainability to drive innovation and create impact.

The highlight of the week featured the inaugural Sustainability Forum themed “Co-creating Value for Impact: Opportunities in Circular Economy and Co-processing” which was held on the 16th of July in partnership with the Nigerian Economic Summit Group at the Summit House, Lagos. In attendance were the Senior Special Assistant to the President on Sustainable Development Goals, Adejoke Orelope-Adefulire; Folashade Ambrose-Medebem, Communications, Public Affairs and Sustainable Development Director, Lafarge Africa Plc.; Prof. Chris Ogbecchie, Professor, Strategic Management, Lagos Business School; Daniel Adedokun, Head, Geocycle, Lafarge Africa Plc.; Dr. Eugene Itua, Thematic Lead, Circular Economy, Nigerian Economic Summit Group and Michel Puchercos, CCEO, Lafarge Africa Plc. amongst other guests.



→ Professor of Strategic Management, Lagos Business School, Chris Ogbecchie; CPASD Director, Lafarge Africa, Folashade Ambrose-Medebem and SSA to the President of Nigeria on SDGs, Princess Adejoke Orelope-Adefulire during the launch of the 2019 Sustainability Report



→ A group of panel discussants at the inaugural Sustainability forum with the theme 'Co-creating value for impact-opportunities in circular economy and co-processing'





We believe that in creating a vibrant and sustainable company, employee involvement in day-to-day sustainability efforts are paramount. As part of our commitment to reducing our carbon footprint within our operations, our employees participated in a “Zero Printing Day” during the Sustainability week. Employees were encouraged to embrace alternatives to printing and other use of paper, thus reducing carbon footprint from printers and paper consumption.

→ Cross section of guests at the 2019 Sustainability Forum

Our employees were also encouraged to participate in a company-wide carpooling initiative – ‘Share a Ride’ which further emphasised our efforts towards the reduction of our environmental footprints. The Week afforded all employees a novel way of further embedding the Sustainability culture and promoting inclusion within the business

→ Colleagues on sharing a ride to reduce CO₂ emissions during Sustainability Week



→ Agricultural Ecology project



Material Priorities

The materiality exercise enables the identification and prioritisation of the interests and expectations of stakeholders specifically invested in our business. In identifying these interests, broader environmental, social, and governance topics raised by key stakeholders such as suppliers, local communities, civil society, etc. are benchmarked against our key organisational values, policies, strategies, operational management systems, goals, and targets. A focus on in-depth matters highlights the future challenges within our sector as identified as an integral part of our materiality process.

The results demonstrate our understanding of the material sustainability issues relevant to us and our key stakeholders and the manner in which they can contribute to sustainable development.

Why materiality matters

Global megatrends such as rapid urbanisation and resource scarcity have proven to impact and reshape businesses within the built sector industry significantly. In order to strike the balance between value creation and resource efficiency, this assessment helps to review issues relating to our business operations and its impact on our society. It also helps us analyse any risk factors that may arise in the future as well as identify opportunities for growth.

Methodology

- **Identification** and **review** of material issues across stakeholder groups
- Peer and Competitor **Benchmarking** to map the universe of issues specific to the cement manufacturing industry in 2019
- **Rating** of **issues** by **internal** and **external** stakeholders against a defined scoring criteria
- **Validation** and **revalidation** of the prioritised issues and the materiality matrix

What's new in 2019

Over the years, the cement industry has transformed in its adaptation to global disruptions such as evolving social and environmental risks, resource management and rapid urbanisation in remaining resilient. This year, we considered how emerging trends impacting lives and business are prioritised within our sector thereby identifying new material issues – Supply Chain and Stakeholder Engagement which support our goal of delivering resilient returns and attractive value to stakeholders.

Our 2019 assessment covered a benchmarking exercise to identify sustainability trends and issues indicated and reported across our industry as well as internal stakeholder priorities. The topics considered were based on the level of influence on our business decisions, actions, performance and stakeholder concerns.

We further conducted two materiality review sessions with key internal and external stakeholders, where an online voting application for audience participation, was used to enable both sets of stakeholders to rank the identified material issues objectively.

The topics shown on the materiality matrix are the proposed material topics for 2019 Sustainability Report based on the following criteria:

- Importance to Lafarge Africa Plc. across internal stakeholder categories comprised of senior management representatives across our business functions and regions
- Importance to Lafarge Africa Plc.'s external stakeholders comprised of vendors, suppliers, customers and members of our host communities.



Delivering Sustainable Impact

→
2019 Naija Day



2019 Performance and Achievement

In 2019, our Company continued its efforts towards sustainable development by leveraging our updated sustainability strategy. We adopted the Group's approach of ensuring a complete alignment between sustainability ambitions and Strategy 2022 – "Building for Growth". As a result, the Company's 2030 Plan and its targets have evolved as follows:



Climate and Energy

We consistently reduce CO₂ emissions year after year



Circular Economy

In Nigeria, we are pioneers and leaders in co-processing of biomass as an alternative fuel on a large scale and we are committed to cleaner cities through Geocycle



Environment

We have developed and implemented rehabilitation plans for our quarries to ensure we protect the fauna and flora



Community

We engage and partner with our stakeholders through a robust stakeholder mapping process.

Our Vision is to be recognised as an innovative business leader, demonstrating shared values in our operating communities alike, enabling social, economic and environmental sustainable development, for the benefit and in close partnership with all our stakeholders.

Climate and Energy



Our commitment to reducing emissions is undeterred. In 2019, we reduced our dust emissions at kiln stack by 28%. The total CO₂ emitted in Lafarge Africa plants in Nigeria was 555kg/tonne in 2019, indicating a 2.40% increase from 542kg/tonne in 2018. **A**

We are 100% compliant to the Environment Protection Authority Guidelines, and continue to implement our quarry rehabilitation plan.

Circular Economy



We continue to use waste materials and by-products from other industries as alternatives to finite natural raw materials and fossil fuels in our production process. Our Geocycle operation drives the use of alternative fuels such as biomass (agricultural waste) and non-degradable parts of pharmaceutical drugs and condiment wrappers in our kilns in Sagamu and Ewekoro.

Beyond utilising resources that have been condemned as waste, this circular economy model also empowers local communities where we have impacted over 300 farmers.

Environment



We are committed to reducing our environmental impact by ensuring all our operations comply with environmental laws, regulations and standards applicable to our products and operations, and we continuously subscribe to leading industry initiatives.

Most of our plants are EMS certified to ISO 14001:2015.

Community



In 2019, we expanded our engagement with communities through 51 Community Relations Council (CRC) meetings across all our host communities.

This culminated in Community Days where community development projects were commissioned, with traditional rulers and senior state government delegates in attendance.





→
Ewekoro Line 2, Ewekoro, Ogun State

Climate and Energy

1.3%

reduction in CO₂ emissions
since 2018

50%

total substitution rate in our
Ewekoro kilns

12.4%

global substitution rate

Climate and Energy

As climate change concerns become more prominent, we have identified this as an opportunity for the cement manufacturing industry to create innovative and efficient solutions towards the achievement of operating at a less carbon-intensive level.

Coupled with our ongoing efforts and targets, tackling climate change will require an industry-wide response that goes beyond our own ambitious efforts.

LafargeHolcim cement is one of the most carbon efficient organisations in the world

CO₂ Emissions

At Lafarge Africa Plc., we are continuously working to contribute to our global ambitions and in turn protecting the environment to make for a greener world. In furtherance to this goal, we are constantly exploring innovative solutions and technologies in our manufacturing processes to reduce our Carbon Dioxide (CO₂) emissions.

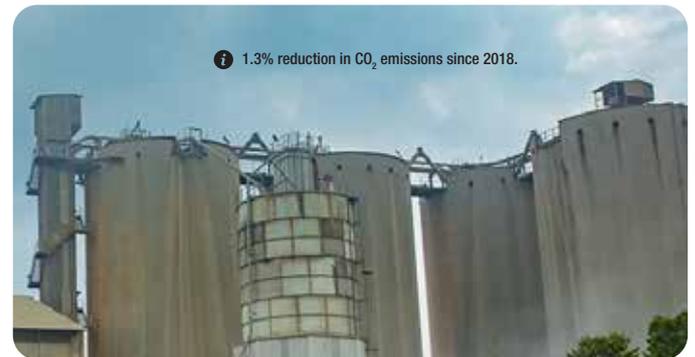
In line with the targets mapped out in our Group's 2030 Plan, we aim to produce 40% less net CO₂ per tonne of cement and 520Kg CO₂ /tonne of cementitious by 2030.

In 2019, we proactively and transparently identified our major sources of CO₂ emissions as captured in the table below:

	Description	CO ₂ Reduction Initiatives
Clinker Formation	Calcination-Chemical reaction that occurs during raw materials conversion, used for clinker in the Kiln at a very high temperature	We have reduced our clinker factor to be within the acceptable quality limit to reduce our CO ₂ emissions
Mobile equipment	Transporting of raw materials required	Use of conveyors to transport materials from quarry to the mines
Power generation	Burning of fossil fuels to provide heat for our kilns	The use of low carbon fuel (biomass) in our clinker production process. We have a 50% total substitution rate in our Ewekoro kilns and a global substitution rate of 12.4%

We aspire to be the leaders in mobilising our industry and encourage partnerships with people of like minds that will address pertinent issues being faced by our planet.

LafargeHolcim is one of the most carbon efficient organisations in the world. The group remains ambitious, with defined targets and commitments towards reducing emission levels in line with a 2 degree scenario.

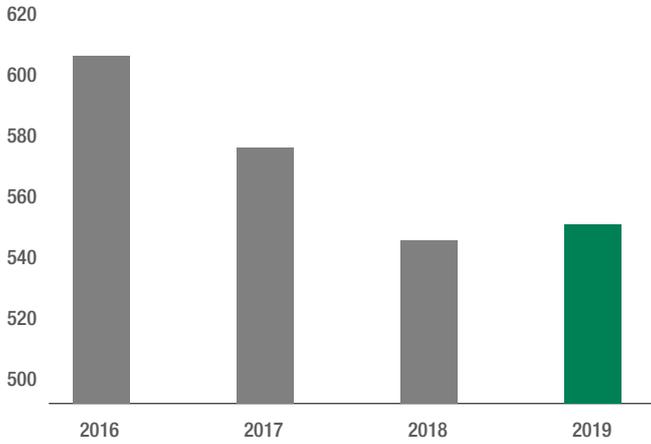


In 2019, we achieved a net record of CO₂ emissions of 555kg/tonne, a reduction of 1.3% when compared to 2018.

Our CO₂ emissions are constantly identified, assessed, measured and monitored for all our sites. We provide a documentation of data captured throughout the year within the iCare@LH report, thereby creating a platform for accountability and continuous progress tracking.



CO₂ Emissions (kg/tonne)



In line with our sustainability strategy, we reduced the carbon intensity of our cement production in 2019 through sustained focus on thermal substitution rates (the use of alternative fuels like biomass) within our manufacturing process. These low carbon fuel serves as a replacement to fossil fuel while providing the required energy for operating the kilns.

Towards the continuous development of innovate solutions focused on addressing waste challenges, our Geocycle facility at Ewekoro provides the pre-processed alternative fuel for the manufacturing process through the use of waste derived resources. The facility's feedstock consist of waste previously earmarked for disposal at the landfills. This recycling initiative has significantly improved the efficiency of our processes.

Tree Planting with Our Team



To commemorate World Environment Day, 2019, we carried out a tree planting initiative within our plants and quarries to help absorb CO₂ from the environment resulting in a positive greenhouse effect.

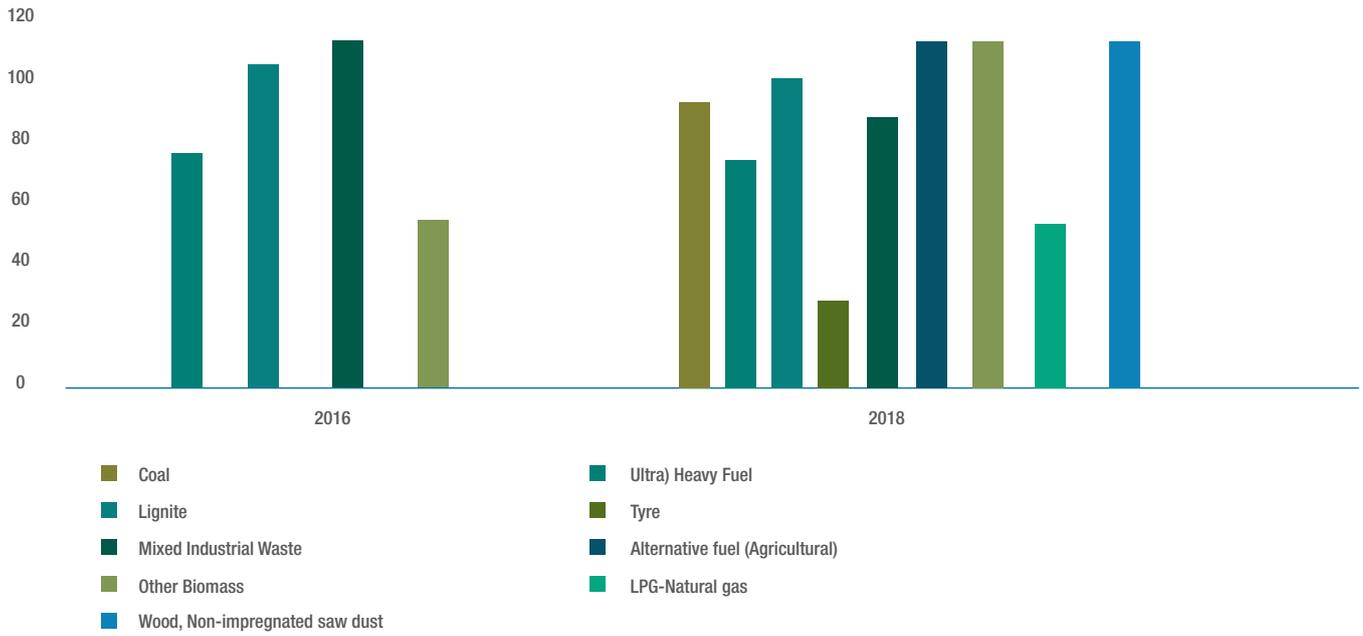


Employee-Volunteers planting trees in Lekki, Lagos State

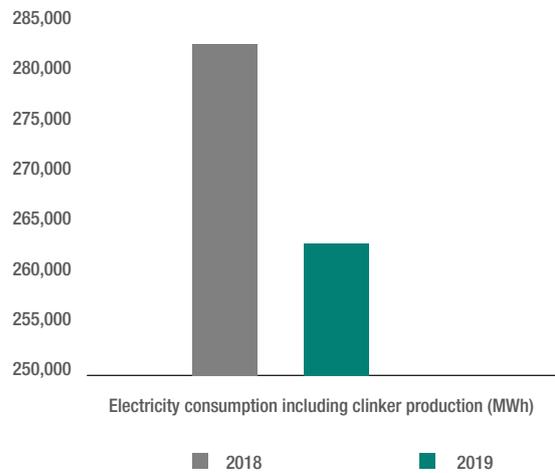
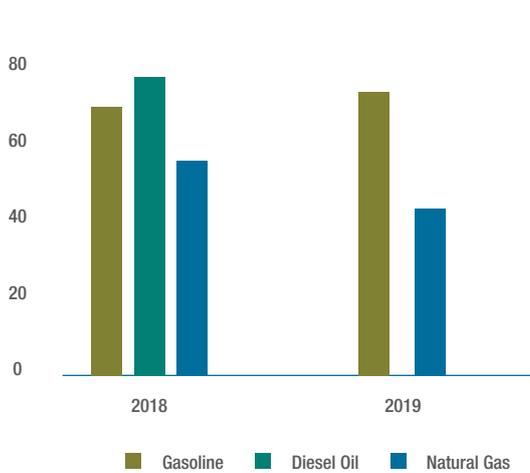


> CO₂ and fuel consumption statistics for 2019

Kiln Fuel Consumption: Average CO₂ Emission Factor



Non-Kiln Fuel Consumption: Average CO₂ Emission Factor



Energy consumption & Efficiency

As a responsible organisation, we join in the global effort by reducing our carbon footprint at different levels of our business and manufacturing processes. Environmental Sustainability remains a priority to us as we continue implementing a number of carbon reduction initiatives to improve our overall efficiency.

We have improved our manufacturing processes to reduce energy use and have developed the 10 golden rules for power reduction across our sites.

The Ten Golden Rules

- 1 Optimise Ball Mill Power:** Ensure that the ball mill performances are optimised in terms of production and/or specific power consumption through regular inspections and audits, proper internals condition and operating parameters monitoring
- 2 Minimise False Air:** Ensure through regular inspections, repairs and monitoring that we only handle the minimum gas flow required by the process and minimise air in-leakage
- 3 Manage Equipment Idling:** Ensure that any power consuming equipment not required to run has been shut down, that the start/stop sequences have been challenged and the number of start-ups minimised
- 4 Optimise Mill Power:** Ensure that the vertical mill performances have been optimised in terms of output and specific power consumption through proper maintenance and monitoring
- 5 Handle Gas Efficiently:** Ensure that the minimum gas flow required for production is handled efficiently with minimum pressure drop through proper inspection, maintenance and operation
- 6 Monitor Power Consumption:** Ensure that power meters are installed and operated in such a way as to allow an accurate and reliable tracking of our consumption per shop. It will allow us to check our power bill and to take advantage of the lowest tariffs, revenues from curtailments and savings from low balancing costs due to precise load forecasts
- 7 Manage Production:** Ensure that we will deliver a daily/weekly/monthly production planning to be able to predict our power consumption accurately and optimise our power costs
- 8 Master Clinker and Cement Quality to lower Power Consumption:** Ensure that we will produce a reactive and uniform clinker, which will allow us to meet the Lafarge Quality Technical Specifications without excessive grinding
- 9 Control Mill Feed Size:** Ensure that we select and operate the size reduction process in the most effective way, by setting targets for feed size, by performing regular inspections and monitoring performances
- 10 Minimise Compressed Air:** Ensure that the quality and quantity of compressed air is delivered according to usages, distribution is optimised and leaks are corrected. The amount of compressed air used has been minimised

At Lafarge Africa Plc., the use of alternative non-fossil fuels remains a focus for us, as we endeavour to mitigate environmental impacts from cement production, while harnessing other non-fossil fuel benefits. We have implemented the use of non-fossil fuels across our plants as an alternative source of energy.

Our Ashaka plant (located in Northern Nigeria) commenced the use of rice husk for energy to fire the kilns; we are also developing a coal plant which has reached 70% completion, and expected to be completed in 2021. This plant will supply us with the fuel we need for energy generation in our processes. In the South, the use of biofuels as an energy source is being explored, however we currently use coal - supplied through third party vendors. With these being sourced locally, it invariably leads to reduction in carbon footprint by limiting distance.

By introducing biomass into our operations over the past 5 years, we have reduced our overall expense on fuel; an impact also measured in the efficiency of our processes across the plants leading to production of 5 million tonnes of cement.



➤ Some of the initiatives we deployed in 2019 are:

30 pool vehicles and staff buses across our business used by employees for ease of movement

Virtual meetings have also been encouraged as alternative to physical travel

Our power and energy department went through an integration process showing significant improvement in energy usage around alternative fuels resulting in carbon footprint reduction

Restricted air travel; only required on very important occasions

We have improved in the use of environmental fuels, that led to a 13% reduction in natural gas usage. Alternative energy sources are for heat. We currently use biomass, carbon black from used tyres pyrolysis and other solid waste

We use the latest technology in our manufacturing processes to reduce energy consumption while increasing efficiency. The vertical cement mill is the latest of such technology in the entire LafargeHolcim Group

We launched a solid waste treatment platform at our Ewekoro Plant, this plant is the first of its kind in Nigeria. The plant has enabled capacity expansion in shredding and blending different categories of waste such as used tyres before co-processing in our cement kilns.



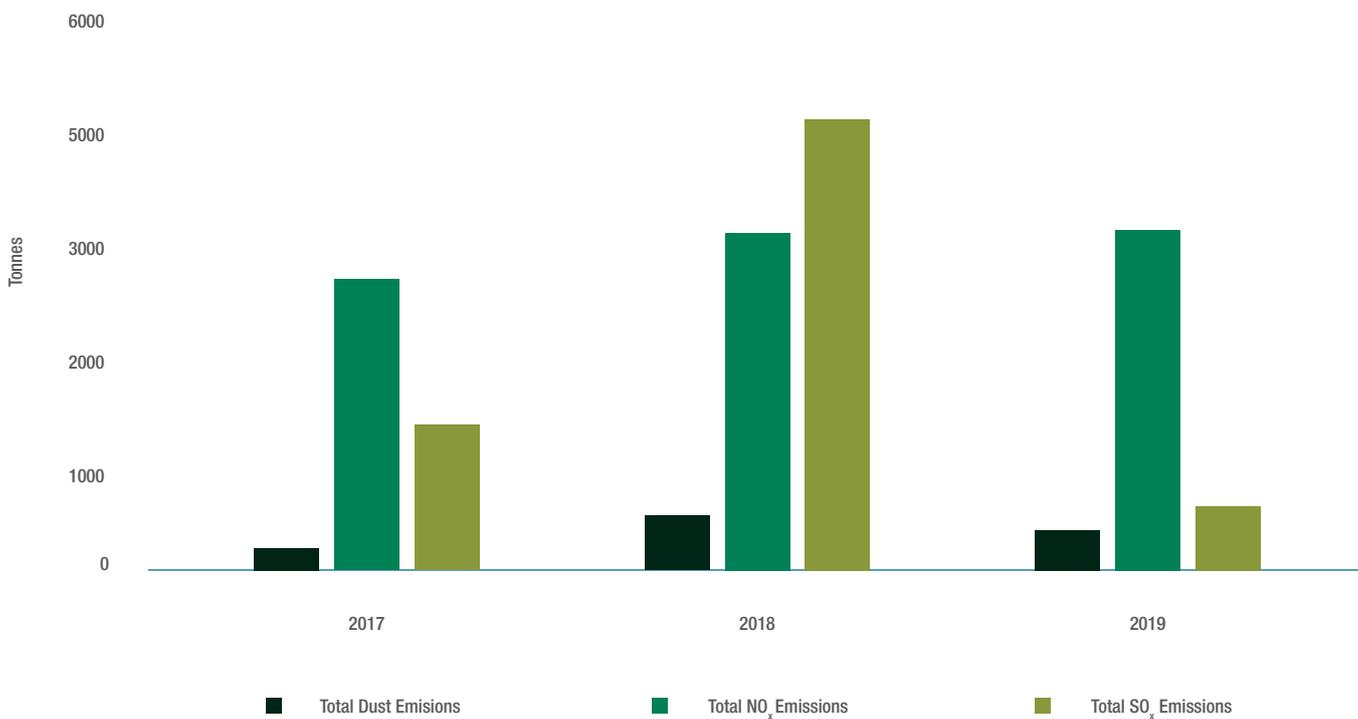


Climate Change Risks

As the world around us evolves, we are faced with colliding disruptions in form of megatrends that impact how we live and conduct business. These megatrends exposes the company to different forms of risks including climate change related risks. At Lafarge Africa Plc., we are committed to making continuous efforts to prevent and mitigate these risks from negatively impacting how we operate.

Our partnerships with national bodies for sustainable development such as Global Cement & Concrete Association (GCCA) and United Nations Global Compact Nigeria Network further shows our dedication towards reducing climate change risks.

Comprehensive quarterly air emission monitoring is carried out on all our kiln stacks where the parameters monitored are air emissions (dust, NO_x, SO_x) which is carried out by government accredited consultants. These checks monitor the concentration of persistent pollutants emitted by our processes that may contribute to greenhouse effects resulting in global warming.



In 2019

we engaged in tree planting projects with school children in Ashaka to help fight climate change.



Lafarge Africa Plc. signed an MoU with the Food and Beverage Recycling Alliance (FBRA) to reuse their PET bottles to contribute to waste management



Circular Economy

12%

of our energy was derived from waste and other biomass

over 300 farmers

impacted through buying their agricultural waste

Circular Economy

As a responsible organisation and a global leader in building materials, it is our duty to ensure our resources are used in a closed loop system to minimise waste. We have continued to use waste materials and by-products from other industries, as alternatives to the raw materials and fossil fuels in our production process.

Our goal as a group is for the built environment to consist of maximum recycled materials. In line with this, we are exploring various ways that guarantees a system of sustainable sourcing through the use and reuse of waste materials.

Resource Efficiency

Our operations manages waste through a sustainable and unique solution, co-processing, which fully recovers energy, recycles materials and contribute to natural resource conservation. We have advanced our commitment to driving the usage of fuel from waste materials with the installation of the first Geocycle Platform for the pre-processing of various solid waste in Nigeria.

Through Geocycle, we offer sustainable waste management solution services to a variety of sectors. Consequently, it provides one of the avenues that we utilise to innovate around our cement manufacturing process.

Geocycle Nigeria brand was launched in the first quarter of 2018 and operates in the South West and Northern areas of our business with, Ewekoro, Sagamu and Ashaka plants as focal points. The operation drives the use of alternative fuels such as biomass (agricultural waste) and other non-degradable/hazardous waste like expired pharmaceuticals and packing materials.

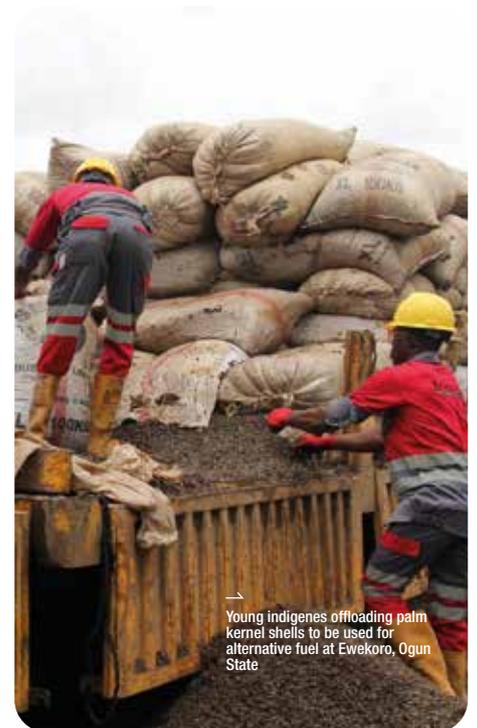
In 2019, we commissioned a chemical chute (GeoChute) at Ewekoro plant for the destruction of delicate hazardous waste like expired pharmaceutical products. With the support of National Agency for Food and Drug Administration & Control (NAFDAC), we successfully executed a pilot destruction of 17 tons of expired pharmaceutical products, which probably would have been destroyed by the environmentally unfriendly open burning system.

Our partnership through a signed Memorandum of Understanding (MoU) with Food and Beverage Recycling Alliance (FBRA) - a group of Fast Moving Consumer Goods (FCMGs) multinationals as well as other local industries demonstrates our commitment to playing a leading role in the mitigation of negative environmental impact on the society and efficient cement production amongst other benefits. This initiative will reduce plastics going into rivers, drainages and dumpsites.

Our Biomass model includes a supply chain that involves the local processors in the sourcing of agricultural waste for use in our cement plants. The process involves other key stakeholders in the communities that support with packaging and preparation of the waste. This creates a platform for social relevance through the empowerment of various community members including the youths. This illustrates the end to end value chain benefit of Geocycle activities.

The use of alternative fuel has proven to help curb the challenge of constant price fluctuations of fossil fuels. Geocycle activities are driving the management of energy cost, coupled with a positive environmental impact.

We understand that fuel has a direct impact on the environment, as a responsible organisation, we encourage our employees to use buses and vehicle sharing when commuting in order to minimise the amount of fossil fuel consumed while simultaneously reducing their carbon footprints.



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



We utilise the best technology in the industry with our most recent acquisition being the Kiln Line 2 in Mfamosing plant. This vertical cement mill is the latest of such technology in the entire LafargeHolcim Group, it improves cement production while still functioning exceptionally and efficiently.

In 2019, our Ashaka plant commenced the circular economy model, since then, we have had a significant multiplier effect on both job creation and the availability of business opportunities.

We see the great opportunities for value creation in the use of waste materials, hence our commitment to transform waste into resources and further align with our “zero waste future” ambitions.

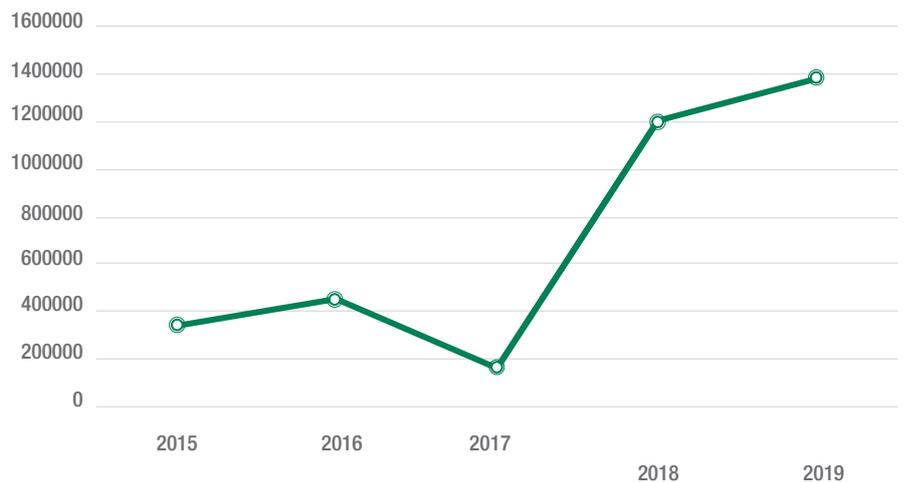
The use of alternative fuels in our manufacturing process is very important to us and we are constantly finding new ways to increase the use of these materials. At country level, we recorded a total of 12% of energy derived from waste and other biomass with highest usage of 45% achieved at our Ewekoro Line 1.

12%

of our energy was derived from waste and other biomass with highest usage of 45% achieved at Ewekoro Line 1

Energy Substituted between 2015 and 2019

Year	Quantity Consumed(tonnes)	Energy substituted (GJ)
2019	90,819	1,382,66
2018	81,790	1,202,313
2017	74,005	1,157,551
2016	31,464	448,991
2015	24,323	345,387



Beyond utilising resources that have been condemned as waste, our circular economy model empowers local communities. We have impacted over 3000 processors and stakeholders through partnership in agricultural waste sourcing. Also, the use of these alternative fuels protects the environment through elimination of open burning of waste, thus decreasing pollution.

By transforming waste into resources, we are not only making valuable contributions to addressing a pressing global challenge, we are also helping to create a sustainable environment.

➤ Packaging

At Lafarge Africa Plc., we are conscious of the environmental impacts that may arise in the improper disposal of non-biodegradable packaging and waste materials such as single-use plastics bags and styrofoam packs. Recognising the importance of such responsibility across our value chain, we have adopted the use of packaging materials that can be reused and biodegrade.

We also engage in the production of safe materials for packaging and safe disposal of waste in our pre-processing plants to be used in our kilns.

Lafarge Africa Plc., is committed to sustainable growth and as such, we take great importance in keeping our resources in use for as long as possible to help solve the problem of resource scarcity and reduce waste production in our world today. We do this by recycling and reusing our products and packaging materials at the perceived end of their life cycle.





Environment

100%

rehabilitation plans for five of our quarries

34%

decrease from 2018 in total specific dust emission with a total of 67g/tonne of cementitious materials

Environment

At Lafarge Africa Plc., we are aware of our dependency on natural resources owing to the nature of our business and prioritised this in the reduction of our environmental impacts across different levels of measurement. The impacts of freshwater withdrawal, especially in dry areas, and pollution from our plants and quarries have been a focus this year. We remain committed to responsibly using the freshwater sourced as well as reduce the risk of air and water pollution.

Environmental Compliance

We take great precaution in our operations as we continuously research more innovative ways to reduce our environmental impacts. To ensure compliance with stringent local and international environmental requirements, we expect our manufacturing, quarry and mining sites to strictly adhere to and have an environmental management system in place.

Environmental and Social Impact Assessments of all our plants and quarries have been conducted. Environmental audits are carried out once in three years as stipulated by the law. Annual compliance monitoring by relevant stakeholders from Ministry of Mines, Ministry of Environment and state ministry are carried out. Prior to commencement of operations. Identification of sites environmental aspects and impacts were carried out and incorporated into the sites' Environmental Management System (EMS).

We have a valid Environmental Management Plan which ensures that all operations are sustainable with minimal environmental footprint as well as five (5) rehabilitation quarry/mines restoration plans.

Lafarge Africa Plc. is committed to demonstrating leadership in environmental stewardship and role-modelling responsibility for future generations. We currently have twelve (12) EIA certificates which were issued by Ministry of Environment. Audits are conducted regularly on all our sites; Compliance statutory audits and recertification audits are conducted once every three (3) years while ISO 14001: 2015 surveillance audits are conducted once a year and recertification audit conducted once in 3 years by Standard Organisation of Nigeria.

The environmental audits are conducted on our plants and quarries using guidelines that covers our operation from cradle to grave i.e. plant design, life cycle analysis and maintenance, air quality, noise and vibrations measurement, soil, vegetation and land use survey, impact of quarrying for limestone on groundwater, waste analysis, water quality survey including discharge management, socio-economics, occupational health and safety of workers, identification of environmental and social impact.

In 2019, we:

- Conducted annual environmental audits for the following plants:
 1. Ewekoro Quarry
 2. Ewekoro Cement Plant
 3. Ashaka Works
 4. Maiganga Coal Mine
- Obtained an annual compliance report for Mfamosing Plant and Quarry. ^(A)

i Compliance statutory audits and recertification audits are conducted once every three (3) years at all our sites





Our Quarry Rehabilitation and Biodiversity Directive is issued under LafargeHolcim Environmental Policy which provides the framework for managing risks while safeguarding and improving biodiversity. As a principle, we expect all our operations to have rehabilitation and biodiversity management plans available.

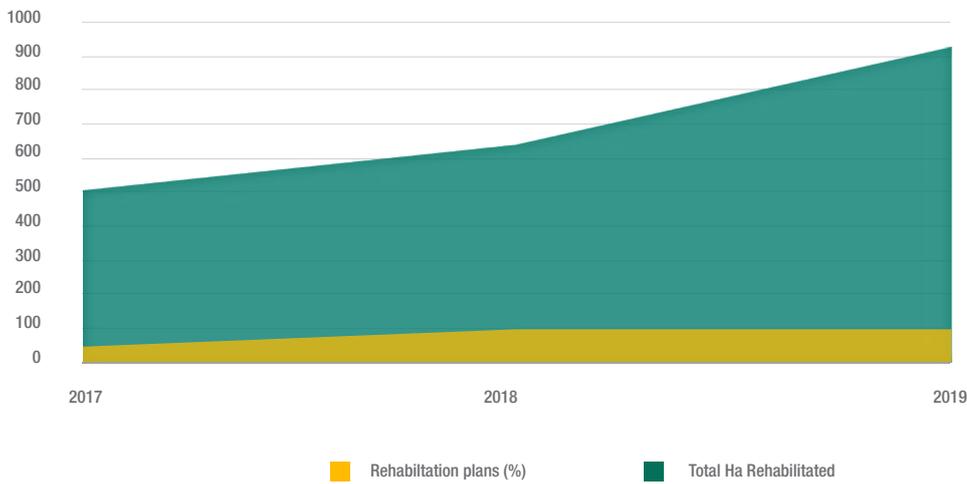
Presently, we have five (5) active quarries with plans in place to completely rehabilitate them. All our quarries are expected to comply with the requirements of the Biodiversity Directive. The following plans have been instituted across our quarries:



At our Coal Mine, our operations are backed by all of the required legal licenses, this includes an Environmental and Social Impact assessment approved by the Federal Ministry of Environment. In addition to this, we have a valid Community Development Agreement between Lafarge Africa Plc. and our host communities, supervised by the Federal Ministry of Mines & Steel Development. Our Environmental Management plan ensures that all operations are sustainable with minimal environmental footprint.

In line with our Quarry Rehabilitations Plans, we have carried out biodiversity surveys of all sites and assessed our risks and opportunities. These plans have also been integrated into our yearly extraction plans for our quarries where mined areas are being rehabilitated with annual budgets assigned for this purpose. So far, about 927 hectares of land have already been rehabilitated.

Total Ha rehabilitated quarry sites



We have achieved afforestation of over 15 hectares of land which are completely green with trees which can be used for ornamental and economic purposes.



Area already rehabilitated with choice trees species according to the revolving Rehab Plan. Miaganga Coal Mine



Continuous engagements with the communities that host us are also conducted yearly to carefully make provisions that addresses the community needs.

We continue to embrace Environmental management systems; three of our sites, Ewekoro, Ashaka and Sagamu are ISO 14001:2015 certified, while our Mfamosing plant, is in the process of certification. This commitment results in having no cases of non-compliance reported in 2019 as well as no environmental fine for the year.

We have achieved afforestation of over 15 hectares of land which are now completely green with ornamental, economic and recreational trees. A total of 26,000 tree seedlings were planted in our Sagamu, Ewekoro, Mfamosing, Maiganga and Ashaka quarries this year and so far 397,500 indigenous trees have been planted across our quarry sites from 2011 till date. The area rehabilitated was backfilled and indigenous trees were planted which are currently being maintained and monitored to prevent them from withering. Our quarry drainages are also being maintained regularly to prevent flooding.

Types of trees recommended for planting are detailed below:

Trees Species	Common Name	Ewekoro	Sagamu	Mfamosing	Ashaka
 Albizia lebbek	Lebbeck	Y	Y	Y	Y
 Azadirachta indica	Neem	Y	Y	Y	Y
 Albizia zygia	Albizi	Y	Y	Y	Y
 Ceiba pentandra	Kapok	Y	Y	Y	Y
 Senna siamea	Cassod tree	Y	Y	Y	Y
 Triplochiton scleroxylon	African white wood	Y	Y	Y	Y

Y - Yes

N - No



Trees Species	Common Name	Ewekoro	Sagamu	Mfamosing	Ashaka	
	Gliricidia sepium	Quickstick	Y	Y	Y	Y
	Gmelina arborea	White teak	N	N	Y	N
	Spondias mombin	Yellow mombin	Y	Y	Y	N
	Hallea ledermannii	English poplar	N	N	Y	N
	Terminalia ivorensis	Idigbo	N	N	Y	N
	Terminalia superba	Africa limba wood	N	N	Y	N
	Bambusa spp	Bamboo	Y	Y	Y	N

Y - Yes
N - No



> Dust Emissions

Dust is not a by-product but part of our limestone and can be dispersed through wind from the raw-materials stockpile, through leakages from the conveyors, through the kiln stacks, as well as through vehicular traffic within the factory. The reduction and capture of fugitive dust emissions has remained one of the focal points of our environmental stewardship at Lafarge Africa Plc. This is especially important to us because of the severe negative impacts on the environment, our people and the community. Over the years we have implemented robust dust reduction initiatives across our plants and have continued to explore ways and opportunities to further consolidate our gains and ensure an improved dust management performance.

We have deployed online dust emission monitors across all our plants for the kiln stacks, to allow continuous and real-time measurement of our dust emissions performance. Our equipment is calibrated at regular schedules to ensure reliability. The tracking reports are useful for our internal monitoring and assessments and for external examination by environmental regulators.

We are required by Nigerian regulations to adhere to statutory limits at all times. In 2019, we:

- Contracted SEEMS (NIG) LTD to conduct the quarterly National Environmental Standards and Regulations Enforcement Agency Control (NESREA) Emission and Discharge Monitoring for the two Ewekoro plants.
- Had valid NESREA Certificates for the following:
 1. Mfamosing Plant
 2. Sagamu Quarry
 3. Ashacem (A)

Dust emission reduction is ensured by regular maintenance of dedusting equipment, preventive maintenance on kiln ESPs and bag filters and maintaining minimum stock reorder level of dust control equipment spares.

Also, as part of our responsibility to LafargeHolcim Group, we have installed on-line monitoring equipment in our plants; to measure our dust emission on a continuous basis. This equipment is also calibrated at regular schedules, to ensure good reliability of this equipment.

We have installed modern dust control equipment in our plant and carry out preventive maintenance as at when due. This has helped to reduce dust emission to the barest minimum.

Between 2018 and 2019, we did a complete replacement of our Ewekoro kiln 2 bag filters (CHF709K) and an overhaul of our Ewekoro Kiln 1 ESP unit (CHF70K) to ensure that our dust emissions are within statutory limits. Air quality measurement of our plant up to 10 km radius is done to assure conformance to acceptable limits.



i 34% decrease from 2018 in total specific dust emission with a total of 67g/tonne of cementitious materials



Effluents & Waste

We are placing a lot of emphasis on increasing the usage of alternative non-fossil fuels in our plants to fulfill our commitment to a zero waste future. Waste materials such as mixed industrial waste, agricultural waste, tyre chips and biomass are co-processed and used to fire our kilns as alternative fuel.

The State environmental protection agencies are responsible for waste evacuation and disposal across all our plants and the waste is dumped at government approved dump sites. We have segregated scraps yards where we temporarily store our scraps prior to being disposed or bought by accredited scrap buyers. Our medical wastes are disposed temporarily in designated bio-hazard bins prior to collection for disposal by government approved agents. Radioactive sources are taken away by the manufacturer but with approvals from the necessary authority on a need basis.

Our runoff and effluent water are regularly sampled in-house in line with the regulatory requirements and further corroborated by government accredited third party consultants.

We have waste management procedures available across our plants which are in-line with National Environmental (Waste and Sanitation) Regulations which guide our operations. We also have Environmental Management System (EMS) ISO 14001 certifications on three (3) of our sites which covers waste management.

Our cement production process adopts co-processing of waste as substitutes for fossil fuels and finite natural raw materials.

Some of the waste types used for co-processing include hazardous and non-hazardous waste streams like biomass waste, shredded used tyres, industrial waste, municipal waste, waste oil amongst others.

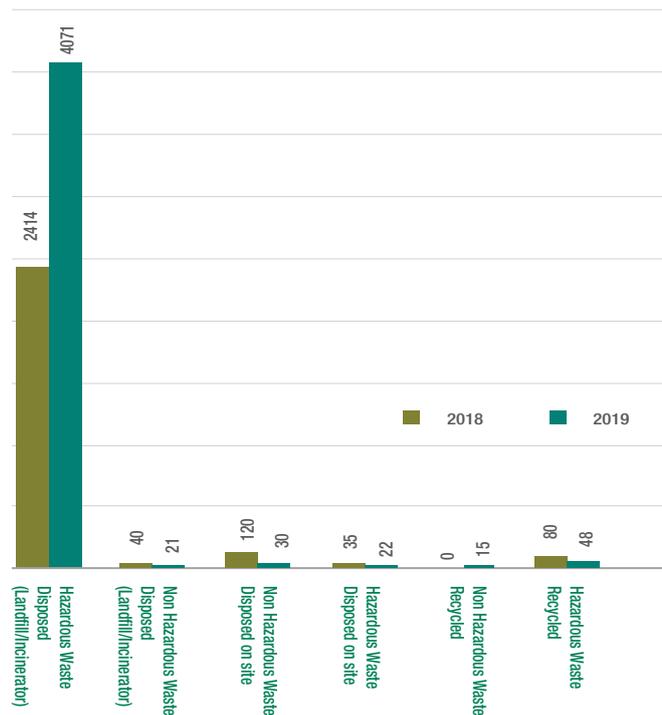
We commenced waste utilisation as an alternative energy source in 2013 and till date we have recorded remarkable growth in waste consumption for substitution. In 2019, Lafarge Africa Plc. utilised 90,819 tons of waste as alternative fuel in form of palm kernel shell, cashew shells, saw dust, etc. through the initiative of the Geocycle function. **(A)**

In order to internally pre-process waste, we finalised the construction of a pre-processing facility at our Ewekoro line 2 plant. This facility is designed to allow for shredding and blending of various solid wastes - notably used tyres, pet bottles etc., before co-processing in the cement kiln.

By transforming waste into resources, we are helping to sustain the environment while making valuable contributions towards addressing the pressing environmental challenge

Remarkable growth levels were 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% Thermal substitution rate (TSR) from November 2016 to date. At country level, we achieved a substitution rate of 12.4% in 2019.

Our records show a decline in our non-hazardous waste disposed for 2019 with 4,104 tonnes being disposed in comparison to the 4,490 tonnes disposed in 2018. Our hazardous waste has also decreased significantly this year with hazardous waste disposed at 42 tonnes in comparison to the 75 tonnes in 2018. disposed of in 2019 in comparison to 2018.



Water Contamination

We pride ourselves in being a responsible organisation and are mindful of the impacts our operations have on biodiversity which is why at Lafarge Africa Plc., we are deliberate about our quarrying and plant activities. We have management initiatives in place to mitigate measures that will help offset negative impacts. We also create awareness of good water management within our host communities.



Our water recirculation systems used at our dry processing plants encourage the reuse and recycling of processed water to minimise the amount of water we withdraw and waste-water disposed of. We do not depend on municipal water supply as our quarry sites have man-made ponds created to contain dewatering activities in and around the quarry, examples include rainwater and freshwater from the quarry to further emphasise our commitment to the circular economy model.

We conduct yearly elemental analysis of the water sample in some of our plants and our utility team conduct periodic inspections along our water lines to check for leakages and monitor our water flow meters. These steps are performed to track our water usage and consumption. In 2019, our recorded freshwater withdrawal per ton of product was 227L/ton for cement and 209 L/M³ for ready mix.

Lafarge has planned to extend treated water from the Sagamu factory to the communities where water is scarce, the cost of the project was estimated to about 850 million and the land for running of water pipes has been procured. Laying of pipes is to commence by 2020.

We have water management initiatives in place to control water usage across our plants



Maiganga Wetland Project

The Maiganga Coal Mine is a department of our Ashaka Cement Plant, supplying it with the coal required for thermal energy needs. The mine has been in operation since 2009 and over the last 10 years, it has supplied over 1 million tonnes of coal to the plant located just 140km away. Our mine operations have been assessed for social and environmental impacts and are backed with all the legal licenses approved by all the necessary federal institutions.



→ Maiganga Wetland (Showing First Level planting)



→ Maiganga Wetland (Showing First Level planting)

In 2019, we commenced our Maiganga Wetland Project where the wetland fulfils both water management and mine rehabilitation requirements. The aim of the project is to supply improved water quality for all year farming via irrigation systems rather than the existing seasonal farming. The project will also provide water needs for livestock and domestic water use of host and neighboring communities. This water management plan is also in line with the LafargeHolcim Group's water directive to minimise our water impacts and risk exposure while maximising value creation for nature and the communities.



→ Planted Wetland basin. Continuous replanting and replacement and nurturing of seedling on going



Our Commitment to the WASH pledge

As part of our contributions to Water and Sanitation Hygiene (WASH), over the past 10 years, we have sunk about 150 boreholes in Sagamu LGA costing about N2.5 million. We have also equipped several schools in the communities of Ogijo and Emuren with boreholes, hand washing stations and modern public toilets.

In Ewekoro, we have sunk networked boreholes, in Olapeleke, Egbado, Ajegunle, these have been installed in strategic points so community members do not have to travel far distances to have access to water. The communities were also sensitised on the need to maintain high levels of hygiene. We also provided a borehole facility for the Kasuk Clan to provide potable water for their Community.



Provision of potable water at Kasuk Community





→
"Friends of the Community"
painting Ken-Ade Private
School in commemoration of
the 2019 Volunteers Day



Community

Over NGN700 million
in societal impact initiatives

4,300 work hours
to community improvement through
volunteer programme

Community

At Lafarge Africa Plc., we remain committed to creating positive impact on our stakeholders, this includes our customers, employees, shareholders, contractors, the financial institutions we subscribe to and the communities in which we operate. Our mission of creating shared value remains at the fore of our community initiatives, thereby, serving as a basis for investment decisions and impact delivery.

Reputation

We recognise the importance of being a responsible business as well as our duty to conduct business in a manner that minimises reputational damage to our organisation and Group as a whole. As an organisation, we have continued to push our core values of Customers, Results, Integrity, Sustainability and People (CRISP) with Health & Safety as the bedrock of our entire value chain.

In maintaining such precedents, we apply high standards of corporate governance, with the goal of ensuring the Company's long-term value and success for all stakeholder groups are secured.

The Board of Directors and management ensures we uphold high standards throughout our operations, we effectively monitor compliance with corporate governance through the Board Nominations, Governance and Remuneration Committee and the Risk Management and Ethics Committee ("the Committees"). The Committees are responsible and accountable for the deployment and implementation of internal control systems, governance policies and frameworks for a clear organisational structure. Topics around corporate governance, compliance and sustainability activities including social, ethical, safety, health and environmental policies and practices are deliberated upon.



→ L-R Project Manager, Lafarge Africa, Bukola Adebisi; Head, Sustainable Development & Brand, Lafarge Africa, Titilope Oguntuga; Director, CPASD, Folashade Ambrose-Medebem; Immediate Past President of The Nigerian Institute of Architects, Tonye Braide and Head, Corporate Communications, Lafarge Africa, Ginikanwa Frank-Durubor at the LH Awards Media Launch

Nigerian Code of Corporate Governance, The Securities and Exchange Commission (SEC) Code of Corporate Governance and regulations of the Nigeria Stock Exchange (NSE), to ensure high level of transparency, accountability and good corporate governance.

We are emerging with innovation at the heart of our priorities leading towards sustainable construction. Using the best technology, we have designed and developed products of superb quality and standards that have served the Nigerian market for decades. With power, maturity, resilience, durability and reliability, our products are designed for projects that have and will continue to stand the test of time.

We remain committed to generating value for our customers and responding to the needs of our market while also partnering with governments to develop the economies and living conditions of the people.



→ Head of Public Affairs, Lafarge Africa, Aliyu Maaji with President Muhammadu Buhari during visit to the President with a delegation led by M.A.N (Manufacturers Association of Nigeria)



Lafarge Africa Plc. is a beneficiary of Tax Pioneer Status, a status only granted to select and qualifying industry leaders. The current Pioneer Status covers the cement manufacturing operation in Mfamosing, Calabar, Rivers State.

We have also been enlisted to participate in the launched Road Infrastructure Tax Credit under the Executive Order 007 of the Federal Government - (Road linking the Ashaka Plant to the main Potiskum - Bajoga - Gombe Federal highway and the Mfamosing Evacuation road from Mfamosing to Odukpani).

Lafarge continues to provide a wide range of solutions designed to meet all building and constructing needs; from small projects such as the construction of individual homes to major construction projects such as National edifices.

In 2019, Lafarge Africa Plc. emerged as the winner of the LafargeHolcim 2019 CSR Award for Middle East and Africa. This was in recognition of the efforts we put into driving innovative and effective contributions towards social investments within and outside of our host communities. Winning this award also resulted in the adoption of our initiatives across the African and Middle East markets.

Product Safety Quality

As a leader in sustainable building materials and construction solutions, Lafarge Africa Plc. strives to constantly promote high-quality products by being at the forefront of innovation and value creation.

In a highly competitive market, we remain committed to providing products and services that stands us apart through quality and consistency. Through Research & Development (R&D) at the Group, we have developed a breadth of cement products as well as specific brands of concrete outside the standard concrete.

These products are tailored to meet the varying demands and desires of our consumers also considering the Environment in which we are operating.

Our value added concrete products include: piling solutions and the ultra series which has specialised concrete offerings such as: Quick Set, High Flow, High Strength, Water proof, Delayed Set, Self Compacting Concrete, Poly Fiber, Sulphate Resistant, Steel Fiber, Shotcrete, Screed, Low Shrinkage, Lightweight, Trenchfill, Mortar and Grout.

These are all specialised concrete produced to be extremely safe and adaptable to various construction needs.

We understand the effects of improper use of our products and take great concern in the health and safety of our customers and the quality of their work output, which is why we offer advisory services on all aspects pertaining to the use and application of our products.

We offer comprehensive technical support on cement and concrete technology, material and concrete testing and development of site concrete quality management system.

Lafarge Africa Plc. has introduced laws and acts against the use of equipment and chemicals which increase the release of highly poisonous gases to the atmosphere.

Our products also undergo a thorough quality assessment where they are analysed through predetermined standard and criteria before being packaged.



Health and Safety

Health and Safety is our core value, it is a critical factor to our success as a business as well as to the success of our overall operational performance. It is imperative to us that health and safety is demonstrated and practiced by our employees, contractors and other stakeholders impacted by our operations.

As a business we aspire to conduct our operations with zero harm to people and create a safe working environment for all.



The health and safety of all our stakeholders remain of utmost importance to our Board and Management. We imbibe this pragmatic safety culture into our employee operations by providing incentives for those with exceptional performance as well as disciplinary measures for non-adherence to the rules governing health and safety. Our health and safety committees across our Head Office, Sagamu, Ewekoro, Ashaka, Mfamosing and ReadyMix plants as well as our Depot Operations work as authoritative bodies on issues around health and safety. These committees deliberate and make decisions on all matters concerning health and safety within the organisation, thus, ensuring that we continuously perform with the highest possible standard of safety.

At Lafarge Africa Plc., our security department staff are trained on HSE requirements, the organisation's policies for human rights and its corresponding relevant application to security operations.

These trainings are also extended to our visitors, third party vendors and contractors. In addition to this, our Standards of Procedures including key performance indicators are contained in third party contracts for execution.

From a safety standpoint, we have a robust vehicle fleet maintenance structure in place to ensure employee safety and overall measurement of reduction in carbon footprint. Our security department is responsible for providing support with employee movement and logistics, and also for fleet maintenance, management and security within the office locations.

We continuously strive to ensure business continuity while minimising risks to our employees. For all our employees in 2019, we recorded:

- Number of fatalities - 0;
- Number of reportable injuries - 3; and
- Number of loss days - 42 days. (A)

	Near Misses	First aid injuries	Non-reportable injuries	Reportable injuries	Fatalities	Occupational diseases
Employees	913	4	0	1	0	0
Contractors	4494	104	0	2	0	0



We perform Biennial Comprehensive Medical Tests for all employees focused on lifestyle screening, nutrition, work-related disorders and cancer. Individual reports are confidentially interpreted to all participants and further reinforced with health awareness talks at all locations. These offerings were available to permanent employees, employee family members and contract staff.

The table below gives a breakdown on the programmes undertaken:

	Education/ training	Counselling	Prevention	Treatment
Asthma				X
AIDS/HIV	X		X	
Diabetes	X	X	X	X
Hypertension	X	X	X	X
Typhoid				X
Dysentery	X	X	X	X
Anemia	X			X
Malaria	X	X	X	X
General health awareness & Personal hygiene	X	X	X	X
Eye Care				X
Dental Care				X
Ear Care				X
Stress Management	X	X	X	X
Lifestyle Diseases	X	X	X	X
Ergonomics	X	X	X	X
Industrial health and safety	X	X	X	X
Pain Management	X	X	X	X
Skin Allergies	X	X	X	X



Lafarge 2019 Global Health and Safety Day

LafargeHolcim is dedicated to implementing interventions in health and safety across different sectors to yield positive sustainable results. As part of our Sustainability Strategy 2030, we partnered with the Federal Road Safety Corps (FRSC), Lagos State Blood Transfusion Services and Rotary Club of Lagos to create societal impact by delivering a health and safety sensitisation programme for motorists and blood donation by our employees.

Mrs. Folake Odegbami, Head of Safety, Health and Environment at Lafarge Africa Plc. was present at the campaign programme held for members of the National Union of Road and Transport Workers (NURTW) at Ojota Motor Park, Lagos. The aim of the programme in conjunction with the FRSC was to urge motorists in Nigeria to be more conscious of the health and safety procedures to further reduce road accidents.

→ Head, Safety, Health & Environment, Lafarge Africa, Folake Odegbami during the Blood Donation Drive



Lafarge also held a blood donation initiative in partnership with the Lagos State Blood Transfusions Services and the Rotary Club of Lagos in recognition of the critical need for blood donation and support for accident victims in the society. In attendance was Folashade Ambrose-Medebem, Director, Communications, Public Affairs and Sustainable Development at Lafarge Africa Plc. She emphasised our duty of care to lead by example and showing the value of making a lasting impact on society.



→ Director, Communications, Public Affairs & Sustainable Development, Lafarge Africa, Folashade Ambrose-Medebem during the Blood Donation Drive

→ Country Occupational Health Co-ordinator, Lafarge Africa, Dr. Okoronkwo Chimaobi during the Blood Donation Drive



Business Ethics

The vision of Lafarge Africa Plc. is to be recognised as an innovative business leader by demonstrating shared values in our operating communities. In achieving this, we engage with integrity and in accordance with the highest ethical standards. Every individual within our organisation, beginning with our Board of Directors and Executive Management, have taken on the responsibility of ensuring the promise of our vision and mission is consistently kept.

In furtherance to this commitment, we have instituted measures and frameworks under the directives of the Board Risk Management & Ethics Committee which considers and reports to the Board of Directors on social, ethical, safety, health and environmental policies and practices.

Our credibility with our stakeholders is dependent upon our ability to work together with utmost fairness and honesty. This is ensured through internal practices, guidelines and rules, as well as our compliance with external regulations.



Company Secretary & General Counsel, Adewunmi Alode with former Chairman Lafarge Africa/CEO Chapelhill Denham, Mobolaji Balogun during the 2019 AGM

All employees sign-off the Code of Business Conduct upon joining the company while the Code is communicated on an annual basis with them. To support this, we conducted values and culture training on Anti-bribery and Corruption (ABC), Compliance as well as onboarding sessions to orient our new employees. We also released a revised Employee Handbook in November 2019 which was circulated electronically to all employees for ease of reference.

To strengthen alignment with our Code of Conduct, Lafarge Africa Plc has developed capacity building and refresher programs to expand competence for suppliers and contractors such as: consultants, law firms, and vendors on our operating principles and policies. This ensures that our suppliers and contractors are well-informed on the company's ethical requirements and the consequences of not complying with them.



Cross section of guests during the 2019 AGM

Quarterly internal communications are circulated to all employees on compliance with regards to the values and ethics of the business. Our Code of Business Conduct (COBC) describes our business values, beliefs and ethical standards to which the organisation and its employees must adhere. Compliance is monitored by the Compliance Officer, Human Resources (HR) and Internal Control Manager.

Identifying the importance of responsibility across our value chain, we in addition issue a supplier code of conduct which forms part of all Agreements, as well as terms and conditions of our Purchase Orders with all our Suppliers and Contractors/Vendors. We also conduct due diligence which involves continuous screening and audits on our customers and vendors to verify and validate ethical requirement.





Community Engagement

Our responsibility as an organisation lies with us ensuring our operations create a positive impact on our host communities, across the triple bottom-line (economic, social and environment). Within our host communities, the positive impact of our operations transcends beyond financial benefits to cover infrastructure development, local procurement and direct employment. In creating a platform for shared value between the communities and our business, our investment strategy is targeted at alleviating the socio-economic status of the community across key areas of need which focus on employment, health and sanitation, skills development and shelter.

We prioritise the safety and well-being of our host community and continuously engage and collaborate while implementing strategic initiatives. Our social investment projects stem from an in-depth and transparent needs assessment conducted in collaboration with the community representatives. The Needs Assessment was one of the major forms of stakeholder (community) engagement launched in 2018 and completed in 2019. This exercise helped us identify the development needs of our host communities and adopt best practices towards addressing their priorities.

As a principle, we expect every project to yield a positive impact on the ecosystem of the community. Periodic environmental and social impact assessments are conducted as a prerequisite for approval on any expansion project.

In 2019, Lafarge Africa Plc. invested over NGN700 million in societal impact initiatives and projects within and beyond its host communities under 4 core pillars: Health and Safety, Education, Shelter/Infrastructure, and Economic/Youth Empowerment. This emphasises our efforts in creating social impact across various dimensions translating to shared value for our stakeholders.

Beyond creating financial and infrastructural impact, we offer inclusive business programmes within our plants resulting in employment opportunities and socio-economic empowerment for indigenes of the various communities.

In addition, our employee volunteering initiative 'Friends of the Communities' dedicated over 4,300 work hours to community improvement projects such as literacy, engagement/mentorship sessions with primary and secondary school pupils, tree planting, donation of stationery and school sandals, visits to orphanages, among other impactful initiatives.



→ Student painting Ken-Ade private school in commemoration of the 2019 volunteers day



→ Employee-Volunteer tutoring female secondary students during STEAMher event in partnership with Women Technology & the United Nations

At Lafarge Africa Plc., we continue to innovate in our approach to creating shared value for communities in our areas of operation. The communities are involved in packaging and preparing the waste which in turn empowers thousands who fit into the end to end value chain of the Geocycle business.

This model creates positive contributions to the environment, as well as improving the livelihoods of hundreds of people through the multiplier effect on the local communities.



As a testament to our community investments, Lafarge Africa provided a fully equipped medical facility in our host community in Emuren. This facility is set to support the State government in its efforts towards reduction in infant mortality, death due to vehicle accidents, spread of communicable diseases and other avoidable incidents. The centre is run by the Ministry of Health in Ogun state with support from the Royal Initiative for the Development of Sagamu Community (RIDSCO).

Lafarge has been involved in several health projects across various host communities. A community health centre was recently completed and equipped with medical supplies in Olujobi community. Additionally, several other health care centres in 5 host communities (Mfamosing and Owode Epota, Ajegunle-Ogijo, and Sagamu) were renovated and equipped with medical supplies and equipment to effectively serve the community members.

Within the coal mine communities in Ashaka, key projects were implemented including access road construction, provision of rural electrification, drilling of boreholes, construction of blocks of classrooms, construction of fully equipped clinics and maternity centres, community training on soft skills and provision of tools such as sewing machines, farm tools, etc.



→ Ashaka Community

This year, we organised awareness programmes for indigenes of our host communities such as health awareness sessions in Ashaka & Mfamosing and environmental awareness sessions in Ewekoro. These programmes were executed to educate the residents of our host communities on issues around using safe and non-toxic building supplies, conserving water and energy, recycling and activism.



→ Electrification & Transformer Substation Donated by Lafarge Africa in Ewekoro community



→ Commissioning of Completed Health Centre at Olujobi Community



→ Commissioning of Completed Health Centre at Olujobi Community



→ Commissioning of Completed Health Centre at Olujobi Community



→ Engagement between representatives of Lafarge Africa and members of the Community Relations Committee in Mfamosing



We also expanded our interactions with the communities through continuous engagement with a range of stakeholders at different levels. We recorded 51 Community Relations Council (CRC) meetings across all our host communities. Community development projects were commissioned with traditional rulers and senior state government delegates in attendance.

→ Traditional Masquerades entertaining locals during the 2019 Ewekoro Community Day celebration



Creating lasting impact through partnerships

We believe that everyone, including children, should be able to live, learn and participate in the digital world. Bridging the digital divide is a complex problem that requires businesses, governments and educators to come together in making the world a more inclusive place.

On our journey to bridging the digital divide, we partnered with OkadaBooks to kickstart a digital literacy outreach in the Ken-Ade Private School in Makoko, Lagos.

Our focus group were the pupils in Primary 3 to 6, a total of 156 pupils, who were divided into groups and digital devices were used in each class to read stories, learn new words and discuss moral lessons with them. The goal was to introduce digital literacy to them, explain the potentials and opportunities that technology creates for them as society emerges. It was a rewarding experience for all stakeholders involved.



Digital Literacy Outreach at Ken-Ade Private School, Makoko, Yaba, Lagos



An employee-volunteer teaching students to read with a tablet at Ken-Ade Private School.



Digital Literacy outreach at Ken-Ade private school, Makoko, Yaba, Lagos



Stakeholder Engagement

We are committed to contributing towards the social and economic development of our stakeholders – customers, suppliers, shareholders, communities, government and regulators. Our various policies and directives include provisions for engagements with our stakeholders and communities as their inputs and insights are relevant to the products and services we provide and overall performance. We engage and partner with a range of stakeholders through a robust mapping process that covers issues identification, mode and frequency of engagement.

Lafarge Africa Plc. engages in several partnerships with relevant stakeholders. The purpose of these engagements is to understand stakeholder needs, ascertain feedback and agree expectations. The size and category of our stakeholder group often determines the frequency and method of engagement with a stakeholder group.



→ CFO, Lafarge Africa, Lotu Alade-Akinyemi; Head of Corporate Communications, Lafarge Africa, Ginika Frank-Durugbor; Head of Geocycle Nigeria, Daniel Adedokun; Head, Safety Health & Environment, Lafarge Africa, Folake Odegbami and Coporate Citizenship Manager, Lafarge Africa, Omolade Ogunye at the 2019 SERAS Awards I



→ Cross section of guests at the European Business Organization Anniversary event

In delivering our commitment to our stakeholders, we are driven by the principles of sustainable development and responsibility. The Board and Management of the Company ensure that communication and dissemination of information regarding the operations of the Company to shareholders, stakeholders, potential investors and the general public is timely, accurate and continuous.

In addition to continuous engagement, we implement a robust feedback mechanism that supports constructive dialogue and creates an enabling environment for partnership and shared value, ultimately achieving our sustainability strategy.

The table below shows the various stakeholder groups, their level of influence, engagement method and frequency of engagement



Stakeholder	Level of Influence	Engagement Method	Frequency
Government	High	Letters & emails	As required
		Courtesy visits	
		Formal meetings	
		Government functions	
Board of Directors/ Shareholders	High	Annual General Meeting	Annually
		Annual reports	Annually
		Shareholder fora	As required
		Website	Frequently
Suppliers/ Contractors	High	Satisfaction Survey	Biennially
		Annual meeting	Annually
		Emails	Frequently; as required
Customers/ End users	High	Meetings	Frequently; as required
		Market activations	Quarterly
		Conferences	Annually
		Customer satisfaction surveys	Frequently
Employees	High	Team meetings	Weekly
		Town hall meetings	Quarterly
		Newsletters	Weekly
		Focus group discussions	Monthly
Communities	High	Monthly meetings	Monthly
		Ad hoc meetings	As required
		Courtesy visits	As required
		Community days	Annually
Competition	High	Industry Engagements	As required



Stakeholder	Level of Influence	Engagement Method	Frequency
Trade Associations (NIOB: Nigeria Institute of builders, NIA: Nigeria institute of Architects, NSE: Nigeria Society of Engineers, COREN: Council for the Regulation of Engineering in Nigeria, NACCIMA: National Association of Chambers of Commerce. Industry, Mines & Agriculture)	Medium	Committee meetings	Quarterly
		Conferences	As required
		One on One meetings	
		Emails	
		Press releases	
Media	Medium	Interviews	As required
Professional bodies	Medium	Strategic engagements	As required
Labour unions	High	One on one meetings, emails	Regularly
Transporters	Medium	Meetings, Audits and emails	As required
		Monthly meetings	Monthly
		Ad hoc meetings	
NGOs/ Lobby Groups	Medium	Courtesy visits	As required
		Community days	Annually



Lafarge Africa's Ember 'Buy & Win' Consumer Promo

At Lafarge Africa Plc., we appreciate our consumers as they are at the heart of our business. In fulfilling our obligations, we launched our Ember 'Buy & Win' consumer promo in 2019 (October – December) as a form of appreciation to our loyal consumers while changing the dynamics of promotions in Nigeria. This is in furtherance of our commitment to create value sustainably and impact the lives of our stakeholders.

The promo was aimed at rewarding our valued consumers for their unwavering support in ensuring our range of cement products remains the first choice for construction purposes across the country.

The promo process involved consumers buying any trade brand of Lafarge cement bag to find a scratch card inside with concealed prizes ranging from tricycles, generators, table gas cookers, smart phones, airtime and many more. Its uniqueness allowed more Nigerians to participate and stand a chance to be instant winners.

The promo ran across the South East and South West regions of Nigeria and was approved by Consumer Protection Council (CPC) and National Lottery Regulatory Commission (NLRC) and Lagos State Lottery Board (LSLB).



Prizes for winners of the promo



Employee Wellness & Development

We recognise the important role our employees play towards maintaining our position as the global leader in construction; which is why we ensure the establishment of a conducive work environment that improves employee welfare, health & safety and personal development. As Lafarge Africa Plc. continues to progress, we endeavour to equip our employees with both technical and management skills to hone their competencies as well as prepare them to cope with challenging environments.

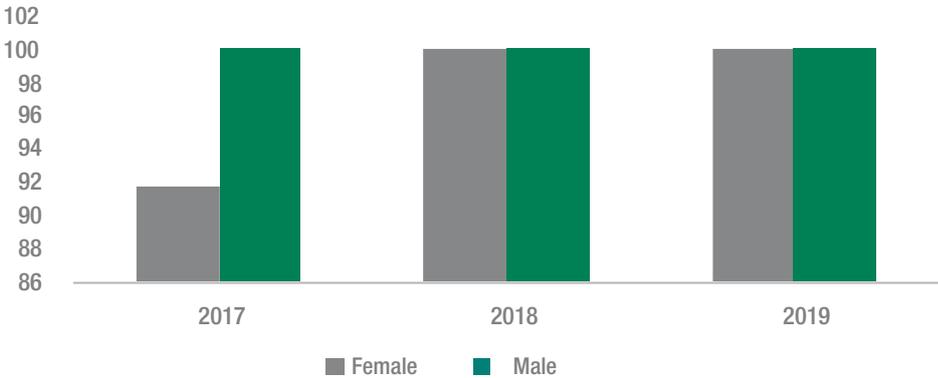
Employee Welfare

We support our employees to deliver results by building an adaptable workforce that creates a lasting impact. We are regularly reviewing and updating our welfare packages including parental leave, health and wellness benefits, transport services and flexible working hours for nursing mothers.

At Lafarge Africa Plc., we are aware of the required flexibility and have adapted to this emerging work practices for our employees as the need arises, especially for new parents. We offer parental leave for new mothers and fathers. In 2019, we achieved a 100% return to work rate.

The table below shows the number of individuals that proceeded on parental leave and returned to work.

	Number of employees that went on parental leave	Number of employees that returned to work after parental leave	Return to work rate of employees who took parental leave this FY
Female (for maternity leave)	13	13	100%
Male (for paternity leave)	18	18	100%



Employee Engagement

At Lafarge, we have created engagement initiatives such as our Sports Day, Volunteering programs, knowledge sharing (open forums), Lunch with the CCEO, Excom and Town Hall meetings where staff are able to interact with the leadership on business strategies and air their concerns and opinions in a welcoming environment.

We also hosted several programmes and initiatives that were implemented to promote frequent interaction and accessibility across all levels of the organisation. Regular engagement meetings with teams, individual check in sessions and team retreats were designed to strengthen the integral communication structure of the business.



Recognising the importance of investing in relationships for our employees, we believe it is critical to design initiatives that will strengthen team-bonding relationships and improve communication while creating a fun and interactive platform for our employees. The Lafarge Sports Day was held in September 2019 across all locations and this provided a platform for interaction and bonding amongst employees and their families. This event was packed with fun activities for our people and their families; the event had in attendance members of the Leadership team at the grand finale in Lagos.



This in turn provides clarity on strategic direction, increasing participation and involvement of employees in business improvement drive and encouraging innovation and creativity of our workforce.

For us at Lafarge Africa Plc., all our employees make deliberate efforts in driving environmental volunteerism within the company. Our EXCOMs set the tone from the top and are involved in championing volunteer initiatives within the communities we operate in thereby creating a sustainable impact with our internal and external stakeholders.



▶ Youth Empowerment

Emerging trends and global disruptions have created pathways resulting in demographic and social changes which may pose significant risks for businesses that fail to evolve. The pace of change varies substantially across different regions and in Nigeria, it is projected that by 2050, the average age will be 23. This development may arise as a major opportunity for the economy, however it requires the right conditions to be beneficial; more jobs are needed to maximise the benefits of having a larger young demographic. Empowering the youth will be critical to meeting the key social challenges that may arise from this.



Ashaka Graduate Trainees

As a responsible corporate citizen, we continue to be mindful of the importance of partnership and collaboration with our host communities where our production facilities are situated.



Block Moulding Training for community youths in Mfamosing

Our commitment towards youth empowerment stems from the need to equip youth with the prerequisite knowledge to offer employment opportunities and a platform to further their education. This will contribute towards improving the entrepreneurial skills of young Nigerians who are the bedrock of our economy.

To contribute to the development of our long-term strategies in creating shared value, our social investment programmes targeted at the youths, seek to produce advantages for the communities we operate in. One of such is the training facilities structured to absorb young secondary school leavers from the host communities into various programmes such as the Cement Professional Technician Programme (CPTP) and Technical Apprentice Programme (TAP). The purpose of the Cement Professional Technician Programme (CPTP) and Technical Apprentice Programme (TAP) was to adequately train the youth in the cement manufacturing process and provide a number of them with apprenticeship opportunities with some of our third-party vendors, while others returned to further their studies.



Cement Professional Technician Programme (CPTP)

Lafarge Africa Plc. optimises the use of its training facilities for its stakeholder groups including our staff and all members of the community. These facilities are located at our Plant sites: Ewekoro, Sagamu, Mfamosing and Ashaka.

The purpose of the training for young school leavers is two pronged: empowerment and education to make them future-fit while reducing the growing manpower deficit in semi-skilled labour within the manufacturing industry in Nigeria. Our technical training facilities have admitted young secondary school leavers in some of our host communities.



Ewekoro Community Day

On November 21, 2019, Lafarge handed over a N20.4 million cheque as bursaries to 204 indigent students in Ewekoro under its empowerment programme.

In addition, our Geocycle function contributes towards youth empowerment by integrating them into diverse functions across the agricultural waste value chain. This initiative has impacted thousands of youths through economic empowerment and direct employment.



Youth Empowerment initiatives in Sagamu, Ogun State

As part of our commitments to empowering the youth to contribute towards the Nigerian economy, we partnered with Royal Initiative for the Development of Sagamu Community (RIDSCO) to provide skills acquisition and trade master programmes for over 50 beneficiaries annually. The programme includes: dress making (fashion designing), hair dressing (unisex), technical craftsman (welding and woodwork), beading and soap making.

The apprentices undergo intensive training lasting between 6 to 24 months depending on the identified skill. They learn and work under the supervision of some trade masters and are subjected to various practical tests before receiving accompanying qualification.

Lafarge Africa Plc. provided the necessary equipment required for the successful participants to start their own small-scale businesses, thus reducing unemployment, level of dependency and cushioning the effect of unemployment within the community.



→ Graduation and presentation of equipment to qualified students



Anti-bribery & Corruption

At Lafarge, we pride ourselves in acting with integrity and as such, have zero tolerance for bribery and corruption. Our newly adopted Bribery and Corruption Statement has been communicated to all our stakeholders emphasising our pledge to:

- Conduct business dealings and relationships in an ethical manner and with the highest level of integrity in accordance with our Group's Anti-Bribery and Corruption policies.
- Comply with the relevant Anti-Bribery and Corruption laws regardless of the business environment we operate in.
- Implement and enforce systems that will effectively counter the risks of corrupt practices in terms of gifts, hospitality and related benefits, sponsorships, donations and facilitation payments.
- Prohibit the company and its third party vendors from engaging in all forms of fraudulent and corrupt practices.

Acknowledging the importance of responsibility in our operations and within our operating sites, we have had all four of our cement plants in Ewekoro, Sagamu, Mfamosing, and Ashaka as well as our Readymix and Geocycle operations assessed for risks related to corruption.

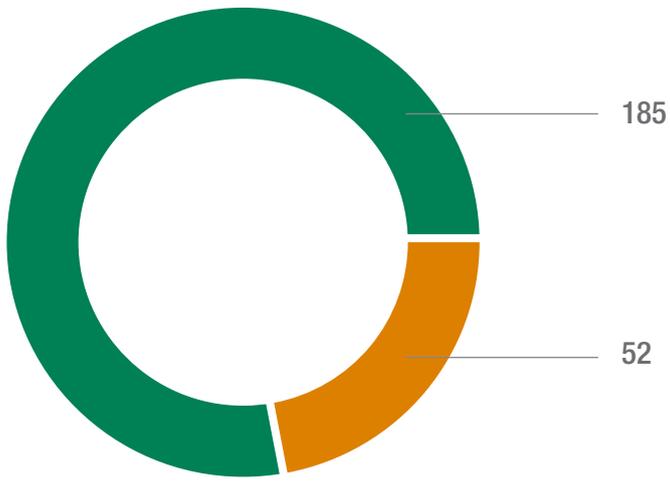
We also conducted values and culture programmes on Anti-bribery and Corruption (ABC) for our staff including senior management and during our onboarding orientation for new employees.

We are aware of the consequences of reputational damage either by direct or indirect dealings and inform all our governance bodies on our anti-corruption policies while providing trainings in addition. We ensure the inclusion of our anti-bribery and corruption clauses (which summarises our policies) in all agreements with our third parties such as suppliers, customers and lawyers.

Our staff also receive annual refresher training on these policies.

The chart below shows the total number of employees that were present at the trainings in 2019.

Total number of Employees trained on Anti-Corruption



■ Management
■ Non-Management



➤ Diversity & Equality

At Lafarge Africa Plc, we believe in the importance of embedding diversity and equality in our work environment. We exemplify these values by providing equal opportunity in our recruitments, career developments, promotions, trainings and rewards for all our employees regardless of gender, ethnicity or physical challenges.

In the event that an employee becomes physically challenged while in employment, we make it our responsibility to provide continuous support required for the individual to perform seamlessly while maintaining optimum standard.



→ Employees of Lafarge Africa displaying cultural diversity at the Head Office

The ratio of expatriates to Nigerians in senior management roles and technical roles is 1:9. With plans such as coaching and on-the-job trainings established to maintain knowledge transfer between expatriates and our Nigerian employees, we constantly create stretch opportunities for career growth.



Given the peculiar nature of our industry, we make conscious efforts to be more intentional in increasing the gender balance and inclusion across all our business functions. Promoting gender equality across our operations is a clear priority for the business as we work towards ensuring we provide the right environment, practices and policies such as: maternity leave, paternity leave and creche services to support our ambitions in this area.

As at 31 December 2019, we had 5 males and 9 females on our Executive Committee team, representing 35.7% male and 64.3% female representation. Ⓐ

The table below shows the number of male to female employees for 2019.

	EMPLOYEES FROM NIGERIA			
	2019		2018	
	Male	Female	Male	Female
Number	1312	149	1547	158
Total	1461		1705	



▶ Training & Education

Our training and development plans provide us with guidance on how to ensure that our employees are equipped with the right skills for effective job performance. The Learning and Development team have constant engagement with functional heads on the training needs for their team to help bridge performance gaps. We also provide coaching and mentoring programmes for our employees.

We continue to invest in our employees and provide opportunities for them to grow in their competencies through upskilling and capacity building trainings. Our programmes are aimed at building employee capacities across a range of skills and our business operations thereby ensuring effective job performance

Our capacity building cover diverse programs that enable our employees build skills that are consistent with our performance culture. In delivering this, we utilise dynamic platforms including classroom, e-learning, workshop practices, plant exposures, webinars, coaching, mentoring and on-the-job assignments.

We have training facilities located at all of our plant sites which are used for technical and non-technical programs and workshops. Our employees are aware of the programmes that run at these facilities. Trainings such as Process & Production Engineering Development Programme (PPEDP), Preventive Maintenance Engineering Development Programme (PMEDP), Launch, Impact, Further & Embed (LIFE), Industrial Synergy, Belt Conveyor Training, Data Processing, Legal Risk and many more have been carried out so far.

As an organisation, we continue to adopt the 70:20:10 principle as our philosophy for knowledge transfer across our operations. This principle dictates that 70% of knowledge transfer is derived on the job, 20% through coaching and mentoring and 10% from classroom training. This has helped to improve individual and team performance, employee engagement and build a culture of continuous learning, all of which contributes to maintaining a high performance culture.

We recorded a total number of 110,351 training hours and 1,258 types of training across all employee levels in 2019.

We follow a 70:20:10 principle as a means of guidance for knowledge transfer across our operations



→
Folake Odegbami
Head of Health, Safety & Environment



As we evolve, we will continue to equip our employees with both the technical and management skills they require to enhance their competencies and prepare them to cope with challenging environments leading to a sustainable future.

Summary of employee training records for 2019

Employee Category	Total number of trainings	Total training attendance	Total training hours
Senior Management	166	1422	7682.51
Middle Management	399	7813	36713.38
Junior Management	100	785	5947.47
Staff (Permanent)	593	10944	60008.13
Total	1258	20964	110351.49

We recorded a total number of 110,351 training hours and 1,258 types of training across all employee levels in 2019.

Performance Management

We continue to strengthen our commitment to building a culture where employees' performance objectives are fully aligned with corporate outcomes. To ensure we foster strong work performance culture, our line managers are in charge of having discussions with employees to set development goals and help guide them in achieving them.

We also conduct talent review sessions executed by the Functional Resource Committee (FRC) who discuss the areas of strength and development for each employee and create clear action plans and follow through for implementation. We enable an approach for developing Individual Development Plans (IDP) with our employees as part of the Performance Management process and provide feedback to them on their performance as well as expectations required of them.

Summary of employees appraised in 2019

Employee Category	Male	Female	Total	% of total employees
Senior Management	4	1	5	8.12
Middle Management	155	23	178	13.64
Junior Management	739	73	812	62.22
Staff (Permanent)	206	3	209	16.02
Total	1104	100	1204	100



The Lafarge Africa National Literacy Competition (LANLC) – Bridging the Literacy Gap Together

The Lafarge Africa National Literacy Competition (LANLC) is a literary intervention aimed at bridging the literacy gap in Nigeria and reducing the rate of out of school children. LANLC was designed in line with Lafarge Africa’s commitment to Education as a core CSR pillar and to complement the Federal Government’s efforts in Education. LANLC is aligned with six Sustainable development goals; Goal 1 – No poverty, Goal 2 – Zero Hunger, Goal 4 – Quality Education, Goal 5 – Gender Equality, Goal 11 –Reduced inequalities and Goal 17 – Partnership for the Goals. Through the years, LANLC has contributed to equipping the future generations through this programme, focusing on pupils between the ages of 9 and 13, from public primary schools in the thirty-six states of the Federation. The intervention focuses on three areas: (reading and comprehension, writing and spelling). The programme is run in partnership with the Universal Basic Education Commission (UBEC), and its curriculum has been endorsed by the Federal Ministry of Education.



→ CPASD Director, Lafarge Africa, Folashade Ambrose-Medebem taking a selfie with public school students at the 6th Lafarge Africa National Literacy Competition

In 2019, during its 6th Cycle and in a bid to ensure that pupils are exposed to more competitive learning experiences, the computer-based testing (CBT) was introduced as a mode of assessment, to further promote digital literacy. Since inception and to further entrench gender diversity, participants at all stages of the competition are a boy and girl representing their constituencies, states and regions. To forge more strategic alliances and partnerships, the Competition was tagged ‘Bridging the Literacy Gap Together’ and has afforded opportunities to expand the scope of the intervention. In 2019, sterling Bank partnered with Lafarge Africa to deliver the intervention while infusing financial literacy into the Competition. Other organisations that have partnered on this intervention include The British Council and Oando Foundation to mention a few.



→ Finalists at the 6th Lafarge Africa National Literacy Competition

Following a keenly contested grand finale, Master David Emmanuella and Miss Barikpoa Prosper, from Community Primary School, Rivers State, won the first prize and Ogun and Enugu States won the second and third positions respectively.



→ His Excellency, Sanusi Lamido Sanusi, presenting a prize to students at the 6th Lafarge Africa National Literacy Competition



→ First Lady of Ogun State, Her Excellency, Mrs Bamidele Abiodun; First Lady of Cross Rivers State, Her Excellency, Dr. Linda Ayade; CPASD Director, Lafarge Africa, Folashade Ambrose-Medebem and Non-Executive Director, Lafarge Africa, Elenda Giwa-Amu

In 2019, His Highness Sanusi Lamido Muhammad Sanusi was Special Guest of Honour and gave brief remarks. Other important stakeholders at the 6th Cycle include representative of the Minister of Education; Mr. Agada A.A, Deputy Governor of Ogun State, Mrs. Noimot Salako-Oyedele; First Lady of Ogun State, Mrs. Bamidele Abiodun, First Lady of Cross River State, Mrs. Lynda Ayade, First Lady of Gombe State, Hajia Asma’u Yahaya, Representative of the First Lady of Lagos State, Mrs. Babatunde, amongst other valued stakeholders.



→ Deputy Governor of Ogun State, Mrs. Noimot Salako-Oyedele and the First Lady of Gombe State, Hajia Asma’u Yahaya at the 6th Lafarge Africa National Literacy Competition

Since inception, the Lafarge Africa National Literacy Competition has impacted over 700,000 pupils while providing support to teachers of the winning states through dedicated training programmes.



Social Investment

As an organisation, we recognise that our host communities are our partners and we have a responsibility to progressively build a future together whilst ensuring that we leave footprints that positively impact the society.

Our social investments go beyond enhancing our relationships with key stakeholder groups to maintaining our position as an organisation at the forefront of sustainability leadership in Nigeria. Our strategy for social investments is informed by LafargeHolcim's Sustainability Ambitions (our Sustainability Strategy). Under the Community pillar, the localisation of the plan focuses our commitment to 4 sub-pillars: Shelter/Infrastructure; Education; Health & Safety; Economic Empowerment.



MD AshakaCem, Aminu Ibrahim presenting education support to tertiary education beneficiaries.

We have updated our CSR strategy to avoid diminishing the social, economic and environmental processes that are required for sustainable communities. It focuses on assisting our communities to identify, prioritise and meet their intervention requirements by engaging them mainly through our Community Relations Committee (CRC).

These intervention requirements are inspected and validated for sign off by the CRC (comprising of Lafarge Africa and Community representatives).

This year, we have invested over N700 million in societal impact initiatives and projects within and beyond our host communities.



Jamb center donated in Ashaka



Rt. Hon Eteng Williams, Speaker of Cross River State House of Assembly, Mr Nkereuwem Akpan, Commissioner of Police, Cross River and Communication & Public Affairs Manager, Mfamosing, Lafarge Africa Plc, Inyang Bassey during the Mfamosing Community Day

Lafarge Africa Ranks Fourth in Forbes Africa Top 50 CSR Companies

Lafarge Africa Plc was ranked the fourth-best Corporate Social Responsibility (CSR) and Sustainability Company in Nigeria for the year 2019 by Forbes Africa. The Forbes Africa Awards ranking is a culmination of impact assessments of over 910 organisations operating in Nigeria over the past thirteen years. The criteria for the selection include the Company's participation and its recognition in national and international investments in CSR and Sustainability projects in the period under review. The assessment also focused on the work of the organisation in line with the United Nations Sustainable Development Goals and the number of stakeholders impacted by the programmes.



Employee Labour relations

Our approach to managing employee labour relations is aligned with relevant international and local standards including the International Labour Organization (ILO) and the UN Global Compact (UNGC). We ensure that our operations adhere with human rights regulations that govern how we interact with stakeholders. Our human rights policy is embedded within the Code of Business Conduct. We have in place systems such as the 'Integrity line' where our employees can raise complaints pertaining to human rights violations, harassment, discrimination, etc.



Chairman, ICC Nigeria, Babatunde Savage; Former Chairman, Lafarge Africa, O. Osunkeye, OON, OFR; Director, CPASD, Lafarge Africa, Folashade Ambrose-Medebem; Head Corporate Communications, Lafarge Africa, Ginika Frank-Durugbor and Country Logistics Safety Manager, Bolaji Anani



L- R: CPASD Director, Lafarge Africa and board member of the Global Compact Network Nigeria -Folashade Ambrose-Medebem, Chair, Global Compact Network Nigeria - Soromidayo George, former CEO, United Nations Global Compact -Lise Kingo; UN SDG Advocate,- His Highness, Sanusi Lamido Sanusi, Mr Wale Tinubu -Chief Executive Oando Plc, Mrs Bola Adesola - Vice Chair, UNGC, Ms Olajobi Makinwa - United Nations Global Compact and Ayotola Jagun, board member of the Global Compact Network Nigeria at a stakeholders session organised by the Global Compact Nigeria Network

All our employees have the right to belong to any preferred union as entrenched in the 1999 Constitution of the Federal Republic of Nigeria and the Industry Procedural Agreement. Our employees are currently members of the following labour unions:

- National Union of Chemical, Footwear, Rubber, Leather and Non-Metallic Products Employees (NUCLAMPE)
- Chemical and non-metallic products senior staff association of Nigeria (CANMPSSAN)

We provide the conducive environment for these unions to thrive and train their members.



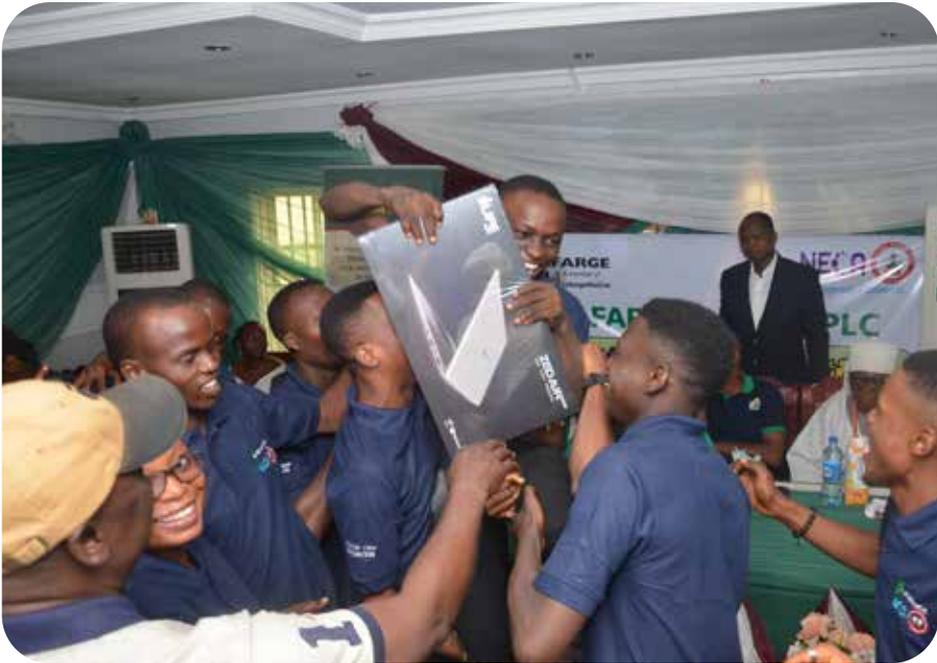
➤ Economic Value

We are intentional in our business and manufacturing operations as we ensure that they contribute towards the Nigerian Gross Domestic Profit (GDP). We also pay attention to our corporate social responsibility initiatives creating a sustainable positive impact to the economy. We adhere to all government regulations and our financial reports are prepared according to standard accounting principles.

The company has made huge strides towards creating economic value through our Geocycle business which has contributed to the creation of numerous jobs and provision of infrastructure both in and out of our host communities. Most of our required resources are sourced from local vendors that can provide the same service as foreign vendors

In 2019, our Geocycle business provided over 3000 jobs along the value chain that included the host communities of Ewekoro, Sagamu and Ashaka. We also spent a total of N380billion on sourcing materials from our local suppliers, further adding to the economic development of our local communities.

We believe that systems need to be put in place to ensure that our new graduates are better equipped and ready for the labour market. The country is currently experiencing significant socio-economic challenges and acquiring the right skills will give the candidates a competitive advantage to ensure they make meaningful contributions towards the development of our country. In furtherance to this, we invested about N110million into skills acquisition trainings such as our Cement Professional Technician Programme (CPTP) for young Nigerians. This year, our success story includes having graduates from our schemes receiving provisional job offers from multinational companies.



➔ CPTP best graduating student, Adesiyan Adedokun being celebrated by his classmates during the CPTP graduation ceremony



Supply Chain

Our suppliers and contractors are core to our operations and we ensure consistent application of Environmental, Social and Health & Safety standards across our supplier base. We continuously seek to work with suppliers and contractors that align with these standards. These policies and procedures cover requirements such as business integrity, health and safety and human rights as contained in the United Nation Global Compact Principles and Organisation for Economic Co-operation and Development (OECD) Guidelines.

To ensure suppliers adhere to these principles, we regularly assess supplier's compliance to these guidelines. Our aim is to assure a transparent, compliant and fair business relationship with suppliers that behave in an economically, socially and environmentally responsible manner.

We have demonstrated this commitment by continuously engaging our suppliers.

- Communicated the supplier sustainability standard to all suppliers working for us. Between 2018 and 2019 we successfully communicated the standard to all 2200 suppliers.
- Included in all our contract and purchase order documents the Supplier Code of Conduct to all current and potential new suppliers conducting business with us.
- Prioritised our supplier base to identify potential "High risk" suppliers using the Global standard risk matrix.

- Conducted supplier assessment by continuous evaluation of high risk suppliers through supplier self-assessment and onsite audits.
- Mitigated identified risk that can disrupt our supply chain and consequently result in company reputation by applying consequence management to such suppliers.
- Continuously monitor and report our supplier sustainability performance to the Global team.

In previous years, we made good progress in the implementation of our supply sustainability standard during the implementation of our sourcing initiatives and spend management. In 2019, we continued to take steps to improve our commitment and performance by carrying out self-assessment and closing out identified gaps.

This included an external review of our supplier's abilities to comply with our procurement sustainability standard and overall strategy.

Our focus for 2019 was:

- Enhance our engagement with suppliers to fully comply with our supplier sustainability standard.
- Continue to deliver on our savings commitment by implementing identified initiatives.
- Find the right balance between customer delivery reliability, cost economics, flexibility and safety.
- Expand our fleet capacity and continue to improve on timely delivery to customers.
- Finalise partnership with supplier to support our green transport initiative by deploying LNG trucks into our operations.

- Leveraging on technology to further improve our road and depot safety management systems.
- Continuously strengthen our control environment to minimise leakages.

Because of these initiatives, we achieved the following:

- Savings initiative of 12.1mCHF in 2019 (12% of addressable spend, with 75% P&L impact).
- 43% of OPEX equipment & 100% of truck sourced through BCC.
- Reduction in prices for some key materials and services versus previous year.
- 28% reduction in lead-time for sourcing.
- Improvements in strict net working capital.



→ Simulation training device at the Lafarge Driving Institute



Procurement practices

With over 2200 suppliers in our database, our commitment to procurement practices is detailed and regulated by our Global procurement policies and procedures. It gives the requirement for the supply of goods and provision of services for our operations. In addition, it outlines the ethical, social and environmental standards that must be followed.



To ensure compliance with these standards, we apply the following procurement practices:

- Pre-qualification assessment is carried out for all suppliers before being included in our supplier database. Assessment is carried out using a combination of desktop and onsite audit depending on the supplier's risk category.
- We identify the risks of unethical behaviour and corruption of our suppliers using our third party due diligence risk and compliance tool for suppliers in a high risk category.
- Suppliers go through an online tender process that provides 100% transparency before contract award.
- Regular review by internal procurement assurance team to ensure compliance to the standards.
- Procurement teams are regularly trained particularly when there are changes to the standards.
- All our suppliers are required to comply with our Code of Business Conduct once they have been trained on it.
- Our contractors and any third party can report any potential breaches of the Code of Conduct confidentially and anonymously through several channels.

Vendor requirements (Environmental & Social management practices)

We ensure that we identify vendors with high ESG impacts and ensure they are qualified to work with us. We perform due-diligence assessment on all our vendors and suppliers to ensure they are not infringing on human rights related to health and safety, child labour and corruption practices; and their operations are done in line with the environmental regulations.

Our suppliers are also free to exercise their freedom to bargain collectively.

We are committed to dealing with contractors and suppliers who are environmentally and socially responsible with their business operations and practices. We maintain consciousness in protecting the environment and reducing environmental impact across our value chain.

As a part of this commitment, we provide support and sensitisation to our suppliers through organised supplier sustainability awareness and audit sessions. Between 2018 and 2019, we carried out more than 120 consultations with contractors about work life conditions and other social practices.

The objectives of our requirements for suppliers and our supplier evaluation programs include:

- Preventing the transfer of responsibility for environmentally sensitive operations to any company lacking the commitment or capability to manage them properly.
- Reducing environmental and workplace health and safety risks.



→ Cross section of suppliers and supplier representatives at a workshop organised for our vendors





Growth through Partnerships and Accountability

Growth through Partnerships and Accountability

As a responsible organisation, we recognise the value and importance of formidable partnerships. We join in the global efforts to promote sustainable innovations, operations and practices across the globe. At Lafarge Africa Plc., we believe collective action will propel us towards achieving our sustainable development ambitions.

We are harnessing the opportunities available to share best practices for adoption within our industry and Nigeria, strategically aligning with the overall achievement of the global goals in this decade of action. In positioning our organisation as a thought leader, we have associated and committed to a number of international and local bodies as we continuously strive to do and be better, leaving only positive impacts in our wake.



The Nigerian Economic Summit Group (NESG) is a non-profit, non-partisan private sector organisation with a mandate to promote and champion the reform of the Nigerian economy into an open, private sector-led globally competitive economy.

The NESG has a sustainability policy commission with a purpose of facilitating the adoption of NESG recommendations, bridging the gap in sustainability and supporting the embedding of circular economies in Nigeria. The NESG sustainability objectives include: fighting climate change, management of marine ecosystem and building a circular economy model that eliminates waste and ensures continual use of resources.

To further strengthen this partnership and drive commitment to opportunities that lie ahead, Lafarge Africa Plc. in collaboration with the Nigeria Economic Summit Group (NESG) and Lagos Business School Sustainability Centre organised the inaugural Lafarge Africa Sustainability Forum in 2019. The Forum created a dialogue focused on highlighting corporate action for sustainable development.



Lafarge Africa Plc. remains committed to advocating for innovative and sustainable construction under the Global Cement & Concrete Association (GCCA). Together with other organisations within the cement and concrete industry, we will continue to drive the advancement in sustainable construction while contributing to global and local socio-economic developmental challenges.



In tackling pressing challenges that affect the lives and livelihood of humans across the globe, the government's efforts alone have proven insufficient hence the shift towards strengthening investment and commitment from both governments and private businesses. The Private Sector Advisory Group (PSAG) was instituted in 2017 by the Office of the Senior Special Assistant to the President on SDGs.

As an organisation, our approach to supporting the objectives and goals of the PSAG is demonstrated through the role we play in driving dialogue and implementation efforts in collaboration with other organisations within the Private Sector as well Corporate Foundations with similar goals.

Lafarge Africa Plc. is a Co-lead for PSAG Cluster 8 which is essentially focused on driving private sector engagement on the attainment of SDGs 9 and 11 – Industry, innovation & infrastructure and Sustainable cities and communities. Cluster 8 is meant to attract and galvanise the actions of organisations focused on Manufacturing, Engineering & Construction, Transport, Financial Services and Information Technology.



Federal Road Safety Corps is the Government Agency with statutory responsibilities for road safety administration in Nigeria.

In line with our 2030 Sustainability Strategy, Lafarge Africa in partnership with the FRSC, the Lagos State Blood Transfusion Services and the Rotary Club of Lagos, created a health and safety sensitisation programme for motorists as well as a blood donation drive to commemorate the 2019 Lafarge Global Health and Safety Days.

Lafarge Africa and FRSC utilised this programme to urge motorists in Nigeria to ascertain their awareness of health and safety procedures as this would further reduce road accidents, even as the current data from the Federal Road Safety Corps (FRSC) show a marginal decline in the number of road accidents in the country.





The UN Sustainable Development Goals (UN SDGs), were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The UN SDGs are designed to bring the world to several life-changing 'zeros', including zero poverty, hunger, AIDS and discrimination against women and girls. Lafarge Africa Plc. is committed to partnering with the Federal Government of Nigeria to achieve the UN SDGs.

Our sustainability strategy pillars empower us to contribute to 14 of the 17 goals as highlighted below:



→ STEAMher Programme in partnership with W.TEC & the United Nations



How we align with local and international standards

Lafarge Africa Plc.	UNSDG	NSE	Africa Agenda 2063	UNGC
				
<ul style="list-style-type: none"> ➤ Our circular economy model empowers local communities where we have impacted over 300 farmers. ➤ Engagement of the local farmers in buying agricultural waste from them to use in our plants. ➤ We have a valid Community Development Agreement between Lafarge Africa Plc. and our host communities. 	<p>GOAL 1: No Poverty</p> <p>Targets</p> <p>1.1 By 2030, eradicate extreme poverty for all people everywhere</p>	<p>Focus Area: Social</p> <p>Principle & Elements</p> <p>8: Businesses should support inclusive growth and equitable development.</p> <p>5.1 Businesses should respect the right to freedom of association, participation, collective bargaining, and provide access to appropriate grievance redress mechanisms.</p>	<p>Goal 1: A High Standard of Living, Quality of Life and Well Being for All Citizens</p> <p>Priority areas:</p> <p>Incomes, Jobs and decent work Poverty, Inequality and Hunger Modern and Livable Habitats and Basic Quality Services</p>	
<ul style="list-style-type: none"> ➤ We aspire to conduct our operations with zero harm to people and create a safe working environment for all. ➤ We have health and safety rules that guide our employees in all that they do. ➤ We perform Biennial Comprehensive Medical Tests for all employees. 	<p>GOAL 3: Good Health and Well-being</p> <p>Target</p> <p>3.d Strengthen the capacity of all countries, developing countries, for early warning, risk reduction and management of national and global health risks</p>	<p>Focus Area: Social</p> <p>Principle & Elements</p> <p>5: Businesses should promote the wellbeing of all employees.</p> <p>5.6: Businesses should provide a workplace environment that is safe, hygienic humane, and which upholds the dignity of the employees. Business should communicate this provision to their employees and train them on a regular basis.</p>	<p>Principle 8:</p> <p>Undertake initiatives to promote greater environmental responsibility</p>	
<ul style="list-style-type: none"> ➤ Most of our corporate investments are committed to community development projects on Education, Youth and Economic Empowerment, Health and Safety. ➤ We educate and empower school leavers to make them employable by our third party vendors and other organisations. 	<p>GOAL 4: Quality Education</p> <p>Target</p> <p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>	<p>Focus Area: Social</p> <p>Principle & Elements</p> <p>6: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and Marginalised</p> <p>6.1: Businesses should systematically identify their stakeholders, understand their concerns, define purpose and scope of engagement, and commit to engaging with them.</p>	<p>Goal 2: Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation</p> <p>Priority areas:</p> <p>Education and STI skills driven revolution</p>	



Lafarge Africa Plc.



UNSDG



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- We also have a functioning flexible work plan policy for staff including custom work plans for pregnant women.
- We have been able to promote gender equality across our operations through gender friendly policies e.g. maternity leave.

GOAL 5: Gender Equality
Target
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

Focus Area: Social
Principle & Elements
5: Businesses should promote the wellbeing of all employees.

5.4: Businesses should take cognizance of the work-life balance of its employees, especially that of women.

Goal 17: Full Gender Equality in All Spheres of Life
Priority area:
Women and Girls Empowerment

Principle 6:
the elimination of discrimination in respect of employment and occupation.

- We make a deliberate effort to create awareness of good water management within our host communities. We have sunk over 150 boreholes in Sagamu LGA as part of our commitment to the WASH pledge.
- We also conduct elemental analysis of the water sample in some of our plants on a yearly basis.

GOAL 6: Clean Water and Sanitation
Target
6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all

Focus Area: Social
Principle & Elements
8: Businesses should support inclusive growth and equitable development .

8.3: Businesses should make efforts to complement and support the development priorities at local and national levels, and assure appropriate resettlement and rehabilitation of communities who have been displaced owing to their business operations.

Goal 3: Healthy and well-nourished citizens
Priority areas:
Health and Nutrition

- We have implemented the use of non-fossil fuels across our plants as an alternative source of energy.
- LafargeHolcim Group cement is one of the most carbon efficient organisations in the world with a target towards reducing emission level.

GOAL 7: Affordable and Clean Energy
Target
7.1 By 2030, ensure universal access to affordable, reliable and modern energy services

Focus Area: Environment
Principle & Elements
9: Business should respect, protect, and make efforts to restore the environment.

9:4: Businesses should continuously seek to improve their environmental performance by adopting cleaner production methods, promoting use of energy efficient and environment friendly technologies and use of renewable energy.

Goal 7: Environmentally sustainable and climate resilient economies and communities
Priority areas:
Sustainable natural resource management and Biodiversity conservation
Sustainable consumption and production patterns

Principle 7:
Businesses should support a precautionary approach to environmental challenge..



Lafarge Africa Plc.



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- We have a valid Environmental Management Plan which ensures that all operations are sustainable with minimal environmental footprint.
- We have implemented robust dust reduction initiatives across our plants.

GOAL 8: Decent Work and Economic Growth.

Target
8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation.

Focus Area: Environment

Principle & Elements
9: Business should respect, protect, and make efforts to restore the environment.

9:2 Businesses should take measures to check and prevent pollution. They should assess the environmental damage and bear the cost of pollution abatement with due regard to public interest.

Goal 7: Environmentally sustainable and climate resilient economies and communities.

Priority areas:
Sustainable consumption and production patterns
Sustainable natural resource management and Biodiversity conservation.

Principle 7:
Businesses should support a precautionary approach to environmental challenge.

- We expect our manufacturing, quarry and mining sites to strictly adhere to and have an environmental management system in place.
- We also engage in the production of safe materials for packaging and safe disposal of waste in our pre-processing plants to be used in our kilns.

GOAL 9: Industry, Innovation and Infrastructure .

Target
9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Focus Area: Environment

Principle & Elements
9: Business should respect, protect, and make efforts to restore the environment.
9:5: Businesses should develop Environment Management Systems (EMS) and contingency plans and processes that help them in preventing, mitigating and controlling environmental damages and disasters, which may be caused due to their operations or that of a member of their value chain.

Goal 7: Environmentally sustainable and climate resilient economies and communities.

Priority areas:
Sustainable natural resource management and Biodiversity conservation
Sustainable consumption and production patterns.

Principle 9:
Encourage the development and diffusion of environmentally friendly technologies.

- We have advanced our commitment to driving the usage of fuel from waste materials with the installation of the first Geocycle Platform for the pre-processing of various solid waste in Nigeria.
- We have waste management procedures available across our plants which are in-line with National Environmental (Waste and Sanitation) Regulations We make use of the bag filter system as an efficient industrial solution to improve our dust emission performance.
- We have made significant investments in research and solutions that make our products of the best quality.

GOAL 11: Sustainable Cities and Communities

Target
11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

Focus Area: Economic

Principle & Elements
3: Businesses should provide products and services that are safe and contribute to sustainability throughout their life cycle.

3.1 Businesses should assure safety and optimal resource use over the life cycle of their product – from design to disposal – and ensure that everyone connected with it-designers, producers, value chain members, customers, consumers and recyclers-are aware of their responsibilities.

3.3 In designing the product, businesses should ensure that the manufacturing processes and technologies required to produce it are

Goal 4: Transformed Economies

Priority areas:
STI driven Manufacturing / Industrialisation and Value Addition

Principle 9:
Encourage the development and diffusion of environmentally friendly technologies



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- We have improved our manufacturing processes through our Geocycle business in reusing waste and reducing energy usage.
- We have adopted the use of packaging materials that can be reused and biodegrade.

GOAL 12: Responsible Consumption and Production

Target
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Focus Area: Environment

Principle & Elements
9: Business should respect, protect, and make efforts to restore the environment.

9:1: Businesses should utilize natural and manmade resources in an optimal and responsible manner and ensure the sustainability of resources by reducing, reusing, recycling and managing waste.

Goal 7: Environmentally sustainable and climate resilient economies and communities.

Priority areas:
Sustainable natural resource management and Biodiversity conservation
Sustainable consumption and production patterns.

Principle 8:
Undertake initiatives to promote greater environmental responsibility.

- We engaged in Tree planting projects with school children in Ashaka to help fight climate change.
- We encourage our employees to use buses and vehicle sharing when commuting in order to minimise the amount of fossil fuel consumed.
- We are in partnership with Global Cement & Concrete Association (GCCA) which shows our commitment towards reducing climate actions.

GOAL 13: Climate Action

Target
13.2 Integrate climate change measures into national policies, strategies and planning

Focus Area: Environment

Principle & Elements
9: Business should respect, protect, and make efforts to restore the environment.

9:1: Businesses should utilize natural and manmade resources in an optimal and responsible manner and ensure the sustainability of resources by reducing, reusing, recycling and managing waste.

Goal 18: Engaged and Empowered Youth and Children

Priority areas:
Youth Empowerment and Children

Principle 8:
Undertake initiatives to promote greater environmental responsibility

- We have achieved afforestation of over 15 hectares of land which are completely green with choice trees.
- We carried out tree planting initiatives within our plants and quarries to help absorb CO₂ from the environment causing greenhouse effects.

GOAL 15: Life on Land

Target
15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

Focus Area: Environment

Principle & Elements
9: Business should respect, protect, and make efforts to restore the environment.

9:3: Businesses should ensure that benefits arising out of access and commercialization of biological and other natural resources and associated traditional knowledge are shared equitably.

Goal 7: Environmentally sustainable and climate resilient economies and communities.

Priority areas:
Sustainable natural resource management and Biodiversity conservation
Sustainable consumption and production patterns.

Principle 8:
Undertake initiatives to promote greater environmental responsibility



Lafarge Africa Plc.



UNSDG



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Africa Agenda 2063



UNGC



- We respect the rights of our employees to belong to any union of their choice in line with the Constitution of the Federal Republic of Nigeria.
- We ensure that due diligence is carried out on all our vendors and suppliers to ensure they are not infringing on human rights related to child labour and corruption practices.
- We conduct values and culture trainings on Anti-bribery and Corruption (ABC), Compliance for new joiners.

GOAL 16: Peace and Justice, Strong institutions

Targets

- 16.5 Substantially reduce corruption and bribery in all their forms.
- 16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.

Focus Area: Social

Principle & Elements

- 5: Businesses should promote the wellbeing of all employees.
- 5.1 Businesses should respect the right to freedom of association, participation, collective bargaining, and provide access to appropriate grievance redress mechanisms.

Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.

Priority areas:

- Human Rights, Justice and The Rule of Law, Democracy and Good Governance.

Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights

- Our partnerships and involvement with the United Nations Global Compact (UNGC) Nigeria Network further shows our dedication towards reducing risks arising from our operations.
- We are committed to partnering with associations whose goals align with ours and the governments to develop the economies and living conditions of the people.

GOAL 17: Partnerships to achieve the Goal

Target

- 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Goal 8: United Africa (Federal or Confederate)

Priority areas:

- Framework and Institutions for a United Africa

Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.



→
Sagamu Golf Course,
Sagamu, Ogun State

Appendix



LafargeHolcim Group Sustainability Targets

By 2030, we want to produce 40% less net CO₂ per tonne of cement than we did in 1990 – representing an additional effort of 19% reduction if we consider 2014 as reference year. (2020 target for thermal substitution rate is >25%)

By 2030, we want to use 80 million tonnes of resources made from waste in our operations each year.

We will be supplying 4 times more recycled aggregates from construction & demolition waste and reclaimed asphalt pavement by 2030.

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.

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 **2030**.

2020 Target: Achieve 20% gender diversity (2015 – 10%).

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.

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)



External Assurance



Independent Auditor's Limited Sustainability Assurance Report on the Selected Sustainability Information in Lafarge Africa Plc.'s Sustainability Report for the Year Ended 31 December 2019

To the Directors of Lafarge Africa Plc.

We have undertaken a limited assurance engagement in respect of the selected sustainability information, as described below, and presented in the 2019 Sustainability Report of Lafarge Africa Plc. for the year ended 31 December 2019. This engagement was conducted by a multidisciplinary team including health, safety, social, environmental and assurance specialists with relevant experience in sustainability reporting.

Subject Matter

You have engaged us to provide a limited assurance conclusion in our report on the following selected sustainability information, marked with **A** on the relevant pages in the sustainability report for the year ended 31 December 2019. The selected sustainability information below have been prepared in accordance with the reporting criteria as described below and presented on **Page 90** of the Lafarge Africa Plc. Sustainability report for the year ended 31 December 2019.

Key Performance Indicator	Unit of Measurement	LafargeHolcim Group Sustainability Targets (Assurance Criteria)	Selected Information (as documented in Lafarge Africa Plc's 2019 Sustainability Report)	Page number
Emissions	Kg/tonne Percentage	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. (2020 target for thermal substitution rate is >25%)	The total CO ₂ emitted in Lafarge Africa plants in Nigeria was 555kg/tonne in 2019, indicating a 2.40% increase from 542kg/tonne in 2018.	30
Procurement Practices	tons	By 2030, we want to use 80 million tonnes of resources made from waste in our	In 2019, Lafarge Africa Plc. utilized 90,819tons of waste as alternative fuel in form of palm kernel shell, cashew shells, saw dust, etc. through	48

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		<p>operations each year.</p> <p>We will be supplying 4 times more recycled aggregates from construction & demolition waste and reclaimed asphalt pavement by 2030.</p>	<p>the initiative of the Geocycle function.</p>	
Health and Safety	Number Days	<p>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.</p>	<p>For all our employees in 2019, we recorded:</p> <p>Number of fatalities - 0; Number of injuries - 3; and Number of loss days - 42 days.</p>	55
Gender Diversity	Number Percentage	<p>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 2030.</p> <p>2020 Target: Achieve 20% gender diversity (2015 – 10%).</p>	<p>As at 31 December 2019, we had 5 males and 9 females on our Executive Committee team, representing 35.7% male and 64.3% female representation.</p>	72
Environmental Compliance	Number	<p>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</p>	<p>In 2019, we:</p> <p>Contracted SEEMS (NIG) LTD to conduct the quarterly NESREA Emission and Discharge Monitoring for the two Ewekoro plants. Conducted annual</p>	47





		commitments)	environmental audits for the following plants: 1. Ewekoro Quarry 2. Ewekoro Cement Plant 3. Ashaka Works 4. Maiganga Coal Mine	42
			Obtained an annual compliance report for Mfamosing Plant and Quarry.	42
			Had valid NESREA Certificates for the following: 1. Ewekoro Plant 2. Mfamosing Plant 3. Sagamu Quarry 4. Ashakacem	47

Lafarge Africa Plc’s Responsibility

The Management of Lafarge Africa Plc. are responsible for selection, preparation and presentation of the selected sustainability information in accordance with the accompanying reporting criteria as set out in the sustainability report (the “Reporting Criteria”).

This responsibility includes:

- The identification of the stakeholder requirements, material issues, commitments with respect to sustainability performance, and
- The design, implementation and maintenance of internal control relevant to the preparation of the report that is free from material misstatement, whether due to fraud or error.

Management is also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected sustainability information and for ensuring that those criteria are publicly available to the report users.

Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining, calculating, sampling





and estimating such information. The absence of a significant body of established practices on which to draw allows for the selection of different but acceptable measurement techniques that can result in materially different measurements and can impact on comparability. Qualitative interpretation of relevance,

materiality and the accuracy of data are subject to individual assumptions and judgements. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine the information, as well as the measurement criteria and the precision thereof, may change over time.

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.

The firm applies the International Standard on Quality Control 1 (ISQC 1), and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Assurance Provider's Responsibility

Our responsibility is to express a conclusion on the sustainability report based on conducting a limited assurance engagement. We performed our limited assurance engagement in accordance with International Standard on Assurance Engagements (revised), Assurance Engagements Other Than Audits or Reviews of Historic Financial Information (ISAE 3000). This standard requires that we comply with ethical requirements and that we plan and perform the engagement to obtain limited assurance about whether the subject matter information is free from material misstatement.

Our assurance engagement involves performing procedures to obtain sufficient appropriate evidence about the sustainability report which is the subject of our assurance engagement. The procedures selected depend on our judgement, including an identification of areas where a material misstatement of the subject matter information is likely to arise whether due to fraud or error. In our identification, we consider internal control relevant to management's preparation of the sustainability report in order to design procedures that are appropriate in the circumstances.

A limited assurance is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgement and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of qualification methods and reporting policies, and agreeing or reconciling with underlying records.





Given the circumstances of the engagement, and performing the procedures listed above, we:

- Interviewed management and senior executives to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management and senior executives in our interviews;
- Tested the processes and systems to generate, collate, aggregate, monitor and report the selected sustainability information;
- Performed a controls walkthrough of identified key controls;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by Management in the preparation of the selected sustainability information; and
- Evaluated whether the selected sustainability information presented in the report are consistent with our overall knowledge and experience of sustainability management and performance at the Company.

The procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's sustainability information have been prepared, in all material respects, in accordance with the accompanying Company's reporting criteria.

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

Limited Assurance Conclusion

Based on procedures we have performed and the evidence we have obtained, and subject to inherent limitations outlined elsewhere in this report, nothing has come to our attention that causes us to believe that the selected sustainability information as set out in the Subject Matter paragraph above for the year ended 31 December 2019 are not prepared, in all material respects, in accordance with the reporting criteria.

Other Matters

The maintenance and integrity of Lafarge Africa Plc's website is the responsibility of Lafarge Africa Plc's Directors. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the information in the Report or our independent assurance report that may have occurred since the initial date of presentation on Lafarge Africa Plc's website.





Restriction on Use and Distribution

Our work has been undertaken to enable us to express a limited assurance conclusion on the selected sustainability information to the Directors of the Company in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than the Company for our work, for this report, or for the conclusion we have reached.

A handwritten signature in black ink, reading 'Edefe Erhie', with a horizontal line underneath.

For: **PricewaterhouseCoopers**
Chartered Accountants
Lagos, Nigeria
Engagement Partner: Edefe Erhie
FRC/2013/ICAN/00000001143

18 December 2020



Appendix

2019 Performance Table

	Unit	2016	2017	2018	2019
Environmental Compliance					
Number of severe non compliance cases	#	18	0	0	1
Fines and penalties paid	CHF	8000	0	0	0
Environmental Management Systems					
Plants with an ISO 14001 certification	#	2	2	3	3
Biodiversity					
Quarries with rehabilitation plan in place	%	43	43	100	100
Quarries with high biodiversity value	#	0	0	0	0
Quarries with high biodiversity value with biodiversity management plans in place	#	0	0	0	0
Total rehabilitated area	ha	503	505	637	927
Water					
Specific freshwater withdrawal for Cement (L/t of product)		873	209	233	227
Specific freshwater withdrawal for Readymix (L/t of product)				189	209
Total water withdrawal	Cubic meters	5'505'326	2,684,873	2'160'625	2,624,693
Total freshwater withdrawal	Cubic meters	5'124'091	1'776'827	1'504'129	1,146,486
Freshwater withdrawal from ground water	Cubic meters	44'116	50'551	47'920	26765
Freshwater withdrawal from surface water	Cubic meters	581'648	918'510	1'372'432	1,117,811
Freshwater withdrawal from municipal waters supplies or other waste utilities	Cubic meters	2'274	1'706	1'638	1,638
Freshwater withdrawal from other water sources	Cubic meters	4'496'052	806'060	82'138	0
Non-freshwater withdrawal	Cubic meters	5'500	990	0	0
Rainwater harvested	Cubic meters	375'735	907'056	656'496	1,428,207
Total water discharge	Cubic meters	3'477'574	802'928	607'742	655947
Water discharge to surface water	Cubic meters	2'296'074	702'928	607'742	655947
Water discharge to Ground or soil infiltration	Cubic meters	0	0	0	0
Water discharge to offsite treatment	Cubic meters	0	0	0	0
Water discharge to others	Cubic meters	181500	0	0	0
Total water consumption	Cubic meters	5'802'667	1'881'945	1'552'882	1,968,746
Recycling and waste					
Alternative raw materials substitution rate	%				0
Non hazardous waste recovered	tonnes	445	282	32	41
Non hazardous waste disposed	tonnes	6344	4510	4490	4104
Hazardous waste recovered	tonnes	0	34	80	15
Hazardous waste disposed	tonnes	5	63	75	43
CO₂ Emission					
Specific CO ₂ emissions (kg/tonne of cementitious material)		608	557	542	555
Thermal substitution rate (Ewekoro)	%	4	9	40	50
Thermal energy consumption biomass-based fuels	GJ	600,000	1,150,000	1,200,000	1,400,000
Energy consumption total	GJ	n/a	88,590	1,112,285	14044364.89
Other atmospheric emissions					
Specific dust emissions (g /tonne of cementitious materials)		58	51	90	67
Total dust emissions	tonnes	316	244	433	320
Specific NO _x emissions (g / tonne of cementitious materials)		683	591	634	638
Total NO _x emissions	tonnes	2957	2817	3039	3061



Specific SO ₂ emissions (g/tonne of cementitious materials)		103	297	1046	162
Total SO ₂ emissions	tonnes	445	1414	5017	776
Specific VOC emissions (g/tonne of cementitious materials)		5	2	2	2
Total VOC emissions	tonnes	12	6	11	9
Specific Mercury emissions (mg/tonne of cementitious materials)		4	8	3	3
Total Mercury emissions	tonnes	0	0	0	0
Specific Dioxins/ Furans emissions (ng TEQ/tonne of cementitious materials)		11	16	18	26
Total Dioxins/Furans emissions	g TEQ	0	0	0	0

Employees

By employment contract and age interval

Permanent employees	#	1835	1658	1592	1328
Employees under the age of 30	%	5.4	3.4	4.8	9.41
Employees between 30 and 50	%	84.7	84.2	82.3	83.89
Employees above 50	%	9.9	12.4	12.9	6.7

Gender diversity

Gender diversity – females management level	%	10.6	11.3	10.9	38.46
Gender diversity – females non-management level	%	2	1.6	1.6	8.97
Gender diversity – females total	%	8.3	9	9.1	9.26

Development

Employees in senior management who had annual performance review	%	7.6	7.4	8	8.12
Employees in middle management who had annual performance review	%	10.8	11.4	12.6	13.64
Employees in junior management who had performance review	%	55.4	58.5	60	62.22
Non-managers who had annual performance review	%	26.2	21.34	19.4	16.02

Communities

Social Investments	Naira (million)	748	661	868	900
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GRI Content Index

Our sustainability reporting for 2019 is aligned with the Global Reporting Initiative (GRI) Standards. The index matching the relevant GRI Standard Disclosures with the information included in our report can be seen below. The material topics covered in this report are indicated in the Material Priorities on page 32 including the methodology used in identifying the areas of priority for the internal and external stakeholders.

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Ethics and integrity

102-16	Values, principles, standards, and norms of behavior	Building Blocks of Our Business	14
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Governance structure

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For questions, comments and feedback on this report,
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