

COMMITTED TO A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT 2021



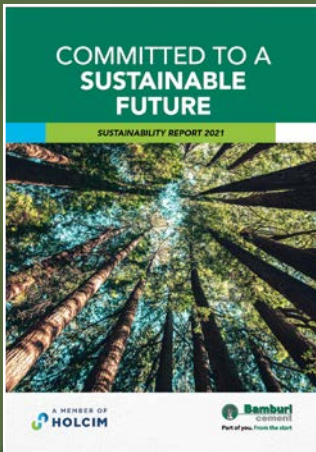


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WELCOME TO OUR 2021 SUSTAINABILITY REPORT



Our Sustainability Report provides an overview of our performance and activities towards Environmental, Social, and Governance impacts.

The theme for our Sustainability report, *Committed to a Sustainable Future*, underpins our zeal for a future that is both innovative and sustainable. Bamburi Cement PLC has a long rich heritage of an ethos in sustainability. Today, the principle of sustainability underlines our agenda of building a better world to meet the needs of our communities, customers, and employees for the planet's good.

This year's theme is further demonstrated through our 2025 strategy, Accelerating Green Growth. Through this strategy, we join our parent company, Holcim, in accelerating growth, expanding our solutions and products, leading in sustainability and innovation, and delivering superior performance.

Our Sustainability Report provides an overview of our performance and activities towards Environmental, Social, and Governance (ESG) impacts.

We pay particular attention to impacts on our five Sustainability Pillars: Climate, Circular Economy, People & Human Rights, Nature, and Sustainable Procurement; detailing progress made on each of the pillars in relation to our 2025

targets. Additionally, we review our approach to both internal and external materiality assessments, stakeholder engagements and information on Bamburi Cement's governance, risk, and remuneration policies.

This report sets out to transparently disclose the successes and impacts of our operations as well as mitigating actions. We have included our Sustainability Performance data disclosing the range of our non-financial performance especially concerning our five Sustainability Pillars.

This report has been prepared in accordance with the The Global Reporting Initiative. (GRI) Standards: Core option and can be read together with our 2021 Annual Report for a comprehensive understanding of both our financial and non-financial performance for the year.



Bamburi Cement has reported in accordance with GRI Standards for the period from 1 January 2021 to 31 December 2021.

- Dr. Edward Mungai

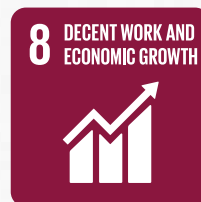
THE FOCAL POINTS OF OUR SUSTAINABILITY PILLARS

The Sustainability Commitments 2025 are the cornerstone of Bamburi Cement's Sustainability strategy. They are regularly revised to reflect environmental and social developments. Our Commitments now include several new or updated targets and broader range of responsibilities in corporate sustainability management. Our Sustainability actions are anchored in 5 pillars namely:

1. Climate and Energy
2. Circular Economy
3. Nature and Water
4. People and Human Rights
5. Sustainable Procurement

Bamburi Cement believes that the UN Sustainable Development Goals (SDGs) provide a framework for both private and public sector to work together for a better future for all. We are members of the global UN Global Compact through Kenya UN Global Compact chapter. As a member of Kenya's manufacturing sector, a leading cement manufacturer and employer, we are cognizant of our ability to impact SDGs highlighted below more closely:

Our priority SDGs



The Sustainability Commitments 2025 now include several new or updated targets and an even broader range of responsibilities in corporate sustainability management.



SUSTAINABILITY SNAPSHOT



CLIMATE AND ENERGY

Holcim Group has signed the United Nations Global Compact's "Business Ambition for 1.5°C" initiative, with 2030 targets validated by the Science Based Target Initiative (SBTi). As a member of the Holcim Group, we want to achieve a net-zero future. Our commitment to reducing our CO₂ Emissions cuts across Scope 1, Scope 2 and Scope 3.

Our 2025 goals are inclusive of our planned expansion project and reflect our operations and supply chain.

Goals:

To reduce the impact of our operations we will:

1. Reduce the Scope 1 CO₂ emissions of our specific net to reach 467 of cementitious material by 2030
2. Switch to Solar Energy in 2024 which will account for up to 30% of our industrial power supply
3. Incorporate Rail Transportation to reduce emissions from road transport with an aim to achieve Scope 3 emissions 25.8KgCO₂ per ton transported



CIRCULAR ECONOMY

Circular economy is underpinned by a transition to renewable energy and materials. A circular economy decouples economic activity from the consumption of finite resources, it is a resilient system that is good for business, people and the environment.

Through Geocycle, we contribute to the reduction of Scope 1 emissions as well as sustainable waste management solution provision.

Goals:

1. Continuously increase the substitution rate of natural raw materials by using by-products or recycled materials and deliver a circularity ratio of 5.9% in 2025
2. Provide sustainable disposal of waste for 317,000 tons of waste in 2025
3. Achieve a Thermal Substitution Rate of 92.6 % at our grinding station and 27% at our integrated plant by 2025



SUSTAINABILITY SNAPSHOT



NATURE AND WATER

We replenish the freshwater we use and make a measurable positive impact on biodiversity, building a nature-positive future.

At Bamburi Cement our nature goals encompass two main elements: water and biodiversity. We will protect and restore the natural resources we all rely on.

Goals:

Water

1. Achieve 100% water-positive sites at our industrial operations
2. Achieve specific freshwater withdrawal of 39 liters/ton of cementitious material
3. Ensure zero water pollution

Quarry Rehabilitation and Nature

1. Sustain 100% implementation of Quarry Rehabilitation Plans (QRPs) at all our quarries
2. Be 100% assessed with BIRS at our quarries
3. Achieve Net Positive Index of one rehabilitated quarry by 2025



PEOPLE AND HUMAN RIGHTS

Our people and communities are at the heart of everything we do. Respect for human rights is fundamental to our ability to do business. Bamburi Cement recognizes that safe, inclusive and respectful workplaces are key to our sustainability.

We apply Holcim's Human Rights Approach locally and are committed to respecting and promoting human rights across our value chain. The Holcim Human Rights framework incorporates salient risks, stakeholder engagements, impact assessments and ongoing due diligence as key elements.

Goals

Our People

1. Achieve a gender diversity of 25% women representative across our business
2. Ensure safe working places for all our staff by achieving zero LTIs and maintaining zero fatalities at our sites

Human Rights and Social Initiatives

1. Dedicate 894 days cumulatively (2021-2025) to applying the Human Rights Approach
2. Sustain a 100% implementation of Human Rights Self/Impact Assessments to adequately address community needs and concerns
3. KES 120M cumulative contribution on positive Social impacts.



SUSTAINABILITY SNAPSHOT



SUSTAINABLE PROCUREMENT

Our commitments to environment, social, governance and health & safety standards are not limited to the boundaries of our operation.

We act for responsible sourcing in our supply chain, embracing the United Nations Global Compact Ten Principles and the Organisation for Economic Co-operation and Development Guidelines for Multinational Enterprises, as established in our code of business conduct for suppliers.

Goals:

1. Achieve 100% integration of procurement sustainability in the procurement process which includes both sourcing and supplier relationship management.
2. Achieve 100% pre-qualification of all existing suppliers in our supplier database using the ESG/H&S qualification criteria and closure of implemented remediation plans for suppliers with gaps identified.
3. Have 30% of our local addressable spend directed towards underrepresented groups.





Bamburi
concrete

LAFARGE

Bamburi
concrete

LAFARGE
TEL. NO. 0733 632145

DT

Dobie

Bamburi
concrete

4140







With a rich history in environmental rehabilitation, conservation and biodiversity, our commitment to sustainability is unwavering.

OVERVIEW OF BAMBURI CEMENT



ABOUT BAMBURI CEMENT

Bamburi Cement, is a leading building solutions provider in East Africa listed on the Nairobi Securities Exchange.

Our Subsidiaries

The company has a number of subsidiaries including;



- 1. Bamburi Special Products Limited:**
Supplies Ready Mix concrete and Precast concrete solutions



- 2. Lafarge Ecosystems Limited:**
The environmental arm focusing on rehabilitation and conservations



- 3. Diani Estate Limited :**
Manages land reserves on behalf of its parent company



- 4. Hima Cement Limited:**
A Uganda based subsidiary



COMPANY OPERATIONS:

Bamburi Cement started its operations in 1954 in Mombasa and has made significant contribution to building the country and the region. The Company operates 5 cement plants from where it serves Kenya and Uganda markets as well other export markets.

2 CEMENT PLANTS IN KENYA

- Grinding Plant - Athi River
- Integrated Plant - Mombasa

2 CONCRETE PLANTS

- Ready mix plant - Athi River
- Ready mix plant - Kitui Road

1 PRECAST PLANT

- Ready mix plant - Athi River

3 CEMENT PLANTS IN UGANDA

- Integrated plant - Kasese
- Grinding plant - Tororo
- Blending station - Namanve

Bamburi Cement Group offers the widest and most innovative range of application-based cement and concrete products in the region, with a rich history in environmental rehabilitation, environmental and biodiversity conservations and our commitment to sustainability is longstanding and unwavering

About Holcim

Holcim group has the largest global footprint in our industry with a presence in around 60 countries across the world.

As the global leader in sustainable and innovative building materials and solutions, Holcim builds progress for people and the planet. This is where where the company draws its best practice inspiration. Holcim is active in 4 business segments:

CEMENT | AGGREGATES | READY-MIX CONCRETE | SOLUTIONS & PRODUCTS



Haller Park

Haller Park

ADULTS ONLY
No children allowed
No dogs allowed
No smoking

ABOUT HOLCIM

OUR GLOBAL PRESENCE

We have the largest global footprint in our industry with a presence in around 60 countries across the world.

- 📍 CEMENT PLANT
- 📍 GRINDING PLANT

OUR BUSINESS SEGMENTS

CEMENT

16.4BN

SALES (CHF)
2020: 15.0BN

AGGREGATES

4.0BN

SALES (CHF)
2020: 3.7BN

READY-MIX CONCRETE

5.2BN

SALES (CHF)
2020: 4.6BN

SOLUTIONS & PRODUCTS

3.6BN

SALES (CHF)
2020: 1.9BN



NORTH AMERICA

NET SALES (CHF)
7,316M
2020: 5,749M

LATIN AMERICA

NET SALES (CHF)
2,611M
2020: 2,225M



EUROPE
NET SALES (CHF)
8,032M
2020: 7,061M

MIDDLE EAST & AFRICA
NET SALES (CHF)
2,430M
2020: 2,349M

ASIA PACIFIC
NET SALES (CHF)
5,947M
2020: 5,243M

BRAND PORTFOLIO

We offer the widest range of product and construction solutions in the region

1. CEMENT

This is a value added service by Bamburi Cement where home builders are supported with technical assistance, including construction advice, and introduced to building materials and services providers, to make the construction journey easier.



2. CONCRETE AND PRECAST

Bamburi Special Products: We offer a wide range of high end specialize pre-mixed ready to use concrete delivered to customer sites based on different construction requirements.

Bamburi Blox: High quality precast concrete paving blocks that offer quality paving solutions. We have a variety of designs and aesthetics to cater for different tastes.

Bamburi Precast Mould: A variety of precast mould concrete products for different applications ranging from block drainage, hollow blocks, road kerbs, edge restraints to fencing products among others.

3. ENVIRONMENT



Geocycle offers sustainable waste management solutions to industries and municipalities. We utilize the waste as an alternative fuel at our plants mitigating the waste impact to the environment.



Champions sustainable rehabilitation and biodiversity conservation which we showcase through:



Our world-famous ecological and ecotourism showcase which was once a Bamburi quarry wasteland. It was rehabilitated into a rich diverse tropical ecosystem.



A verdant cool forest with open grasslands and fitness trails transformed from a Bamburi quarried barren landscape.

VALUE-ADDED SERVICES



1. THE MASKANI INITIATIVE:

This is a value-added service by Bamburi Cement where home builders are supported with technical assistance, including construction advice, and introduced to building materials and services providers, to make the construction journey easier.

2. BAMBURI MOBILE CONCRETE LABORATORY:

Part of Bamburi Cement innovative technical support solutions, the mobile lab supports customers in testing construction material on site and technical advice provided to achieve quality construction.



3. HOUSES OF TOMORROW:

A 'Green' solution by Bamburi Cement which supports customers keen on cutting down carbon emissions in their overall construction, through actions like their house design and construction materials used

4. NAVENDOR CUSTOMER SERVICE APP:

Navendor (Lead Retail app) is a web-based technology platform that facilitates seamless transactions between Bamburi and its customers. Customers can order, track, make payments and check balances; making the experience of buying cement simpler, faster and easier.



5. 3D DIGITAL PRINTING

Bamburi Cement received an honorary award from EDGE (Excellence in Design for Greener Efficiencies) for providing construction material for the 3D printing construction of Mvule gardens. 3D printing constructions reduces CO2 emissions by up to 80% in comparison with other conventional construction methods. Our 3D Houses can save construction costs by close to 20%.

BAMBURI CEMENT EXECUTIVE COMMITTEE



SEDDIQ HASSANI
Group Managing Director



Our leadership team ensures that the Company's resources are deployed effectively, with a focus on maximizing development impact and meeting the needs of our clients.

Bamburi's Management Team brings years of development experience, a diversity of knowledge, and distinct cultural perspectives.

The team shapes our strategies and policies, positioning Bamburi to create opportunities where they are needed most.



VASILEIOS KARALIS
Group Finance Director



KANYI GITONGA
Commercial Director



IRENE NAIBO
People, Organization and
Sustainability Director



MOSES WERE
Supply Chain Director



HYUN SU AN
Plant Manager - Mombasa



KEY MESSAGES

BAMBURI CEMENT BOARD CHAIRMAN

On behalf of the Board, I am pleased to present our Sustainability Report. This year's report is a testament to the resilience, hard work and dedication of the Bamburi Cement family in ensuring that business operations are conducted safely with care and respect for people and the planet.

The Board remains committed to ensuring that our Environmental, Social and Governance impact is carefully considered and incorporated within our business strategy and will continue to monitor progress towards the achievement of the various goals to ensure that our investors and shareholder interests are protected.

Through this report we demonstrate our continued progress towards sustainable operations, ensuring that Bamburi Cement remains a valued member of the society and a positive impact on communities and the environment.

I have every confidence that the Bamburi Cement team under the guidance of the Group Managing Director will continue to deliver on our strategic objectives and deliver strong performance in both our financial and sustainability pillars in both our current and future business operations.

Dr. John Simba EGH, MBS, OGW
Chairman



I have every confidence that the Bamburi Cement team under the guidance of the Group Managing Director will continue to deliver on our strategic objectives and deliver strong performance in both our financial and sustainability pillars in both our current and future business operations.



KEY MESSAGES



On behalf of Bamburi Cement, I extend our sincere gratitude to all those who participated in our Materiality Survey to deepen and enrich our Sustainability strategy

FROM GROUP MANAGING DIRECTOR

Our teams continue to deliver exceptional results across our sustainability pillars: Climate, Circular Economy, Nature, People & Human Rights and Sustainable Procurement.

We maintain resilient momentum towards our 2025 Strategy “Accelerating Green Growth” by leveraging four value drivers:

1. **Accelerating growth**
2. **Expanding solutions and products,**
3. **Leading in sustainability and innovation and**
4. **Delivering superior performance.**

These drivers set us apart as a market leader in innovating sustainable building solutions for the region and beyond.

Our parent company, Holcim, became the first global building materials company to sign the “Business Ambition for 1.5°C” pledge, setting the first Net Zero roadmap in the cement sector. Following in Holcim’s footsteps, we continue to strive towards building a Net Zero future by fostering sustainability and innovation in our operations.

We recently launched Bamburi Duracem, which is a specialized cement brand for marine applications and today stands as the greenest cement in the region (at 275 net Kg CO₂/ton of cement based on clinker emission data from the Global Cement and Concrete Association- GCCA).

Additionally we continue to ramp up our sustainability efforts by fostering a

circular economy through our Geocycle arm to increase use of alternative fuels at our plants. This we do in partnership with local farmers, transporters as well as institutions such as Petroleum Institute of East Africa (PIEA) and Kenya Ports Authority to offer safe and sustainable solutions for managing and recycling waste that would otherwise be harmful to our environment.

We also launched our inaugural Materiality Assessment to both our internal and external stakeholders. The assessment has enabled us to better position our reporting to deliver insight into issues that are most valuable to our stakeholders as well as our business.

On behalf of Bamburi Cement, I extend our sincere gratitude to all those who participated in our Materiality Survey to to deepen and enrich our Sustainability strategy.

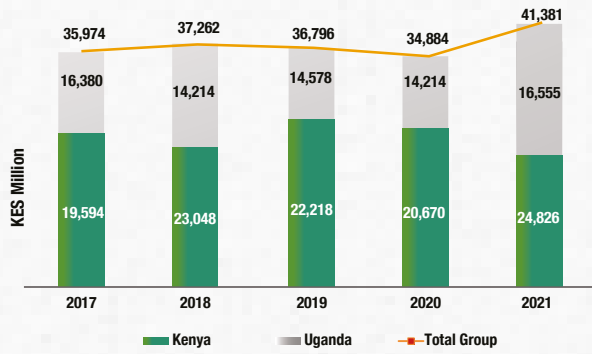
Our success is a result of the extraordinary passion and perseverance embodied by the Bamburi Cement family. Our teams courageously rise to every challenge presented by the ever-evolving global environment and demands and indeed expectations of the industry leaders, by continuously incorporating sustainability in their way of life.

As I invite you to read this year’s Sustainability Report, I would like to concurrently extend my heartfelt appreciation to all members of staff and especially the ESG committee, whose hard work and efforts have made these achievements possible.

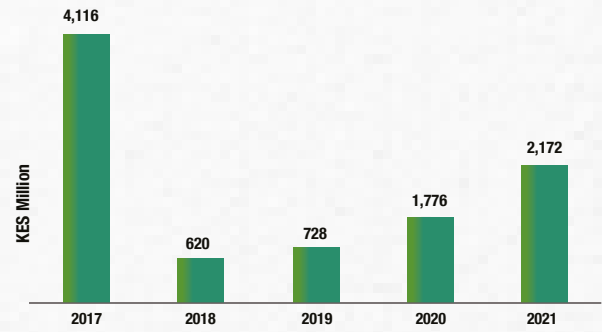
Seddiq Hassani
The Group Managing Director

2021 FINANCIAL PERFORMANCE GROUP – KEY FINANCIAL HIGHLIGHTS

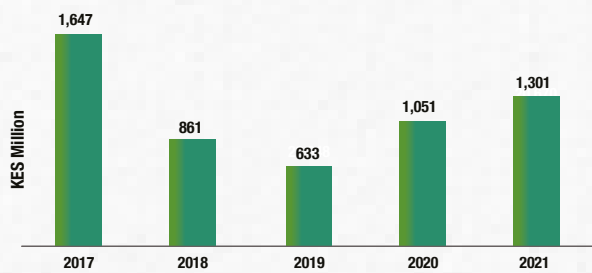
Group Turnover - KES Millions



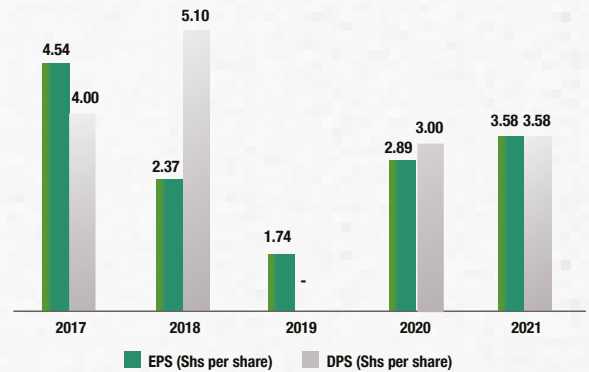
Group Profit before tax - KES Million



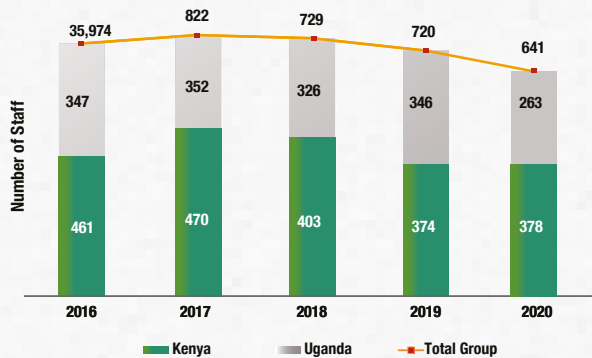
Group Profit attributable to shareholders - KES Million



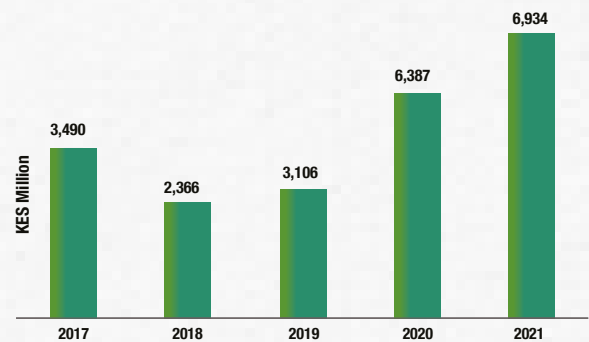
Group Earnings/Dividend per Share



Employee Numbers



Group Cash and cash equivalents





2021 SUSTAINABILITY REPORT

THE ESG Committee



IRENE WAMANGA NAIBO

*People, Organization & Sustainability Director
Irene is the Team Leader of the ESG committee.*



LAWRENCE MAITERI

Country Health, Safety & Environment Manager. Lawrence leads the HSE Pillars which includes Water and Waste.



SIMEONE KIBIRIGE

Head of Accounting Reporting & Controls. Simeone leads the Finance Pillar



WAENI NGEA

Head of Legal & Compliance and the Company Secretary. Waeni leads the Compliance and Governance pillar.



MARY MUENI

Head of Public Affairs & Corporate Communications. Mary leads the Human Rights, Stakeholder Relations and Social Initiatives Pillars.



PETER MBARU

Group Internal Audit and Risk Director. Peter leads the Internal Audit and Risk Pillar.



We remain inspired by the rich Kenyan sustainability fraternity and hope our report will provide an appreciation for the contributions of Bamburi Cement in protecting our people and planet.



2021 SUSTAINABILITY REPORT

THE ESG Committee (Cont)



JANE WANGARI
Geocycle Director
Jane leads the Geocycle and Circular Economy Pillars.



ROSE KEBATI – SSALI
Chief Operating Officer of Lafarge EcoSystems-the Environmental arm of Bamburi Cement. Rose leads the Nature and Biodiversity Pillars.



JUDITH GATAYA
Head of Customer Excellence
Judith leads the Customer Pillar.



STEPHEN OTIENO AROWO
Environment and Energy Optimization Manager
Stephen leads the Industrial and Emissions Pillar.



BALDWIN ONYANGO
Head of Procurement
Baldwin leads the Sustainable Procurement Pillar.



SPERANZA CHELANGAT
Reward and Operations Manager
Speranza leads the People Pillar.

ESG Coordinators

and Contribution from
Caroline Kezaabu
Environment and Communication Manager
-Hima Cement



VERONICA WAMBURA



AMANA MYRTLE



2021 SUSTAINABILITY REPORT

This year, we have revitalized our sustainability journey by creating our first ESG Committee. The committee consists of champions and heads of our sustainability pillars who have worked to ensure the presence and development of ESG strategies and have steered the sustainability reporting process. They are leaders in their respective fields, with deep experience and knowledge in numerous topics as well as internal champions for our sustainability work. These pillar leaders represent the collective vision and passion of the Bamburi Group and have been instrumental in ensuring that Sustainability remains a key part of our business transformation.

We remain inspired by the rich Kenyan Sustainability fraternity and hope our report will provide an appreciation for the contributions of Bamburi Cement in protecting our people and planet.



Irene Wamanga
People, Organization and
Sustainability Director





2021 SUSTAINABILITY REPORT

Our responsible business practices and partnerships with our stakeholders enhance shared value and growth. Our passion for people, health, safety and the environment are at the heart of everything we do.

Since its inception in 1951, Bamburi Cement has led the industry in environmental conservation and protection through professional rehabilitation of its exhausted quarries and investing in programs that create value for the communities in which we live and work. Our responsible business practices and partnerships with our stakeholders enhance shared value and growth. Our passion for people, health, safety and the environment is at the heart of everything we do.

Our manufacturing process also puts us in a position to address waste management and promote a circular economy; by deploying energy recovery strategies through co-processing, we are making the world cleaner and greener. Across Eastern Africa and the wider continent, Bamburi Cement strives to be a leader in transparency and to have a positive impact in the communities where we operate.

Through proactive Stakeholder engagement, we aim to build and maintain a constructive relationship with stakeholders across the board and operate in adherence to our governance, transparency, and accountability commitments.

Bamburi Cement exists to deliver transformational construction solutions for sustained economic growth across the wider Eastern African region. We believe in building progress for people and the planet, advancing society, and uplifting communities. We remain committed to bringing our sustainability ambitions to life, through tangible initiatives, investments and programs that uphold the tenets of responsible corporate citizenship.

Our sustainability agenda is underpinned by our overarching intention to 'Build progress for people and the planet.

Bamburi Cement's 2025 plan sets clear commitments and targets that are supportive of the UN Sustainable Development Goals (SDGs), encapsulated in five strategic pillars.

We remain committed to bringing our sustainability ambitions to life, through tangible initiatives, investments and programs that uphold the tenets of responsible corporate citizenship.



2021 SUSTAINABILITY REPORT



CLIMATE & ENERGY

Bamburi Cement Group is committed to building a net-zero future that works for people and the planet. Leading the way in green construction, Holcim became the first global building materials company to sign the United Nation Global Compact's "Business Ambition for 1.5°C" initiative, with 2030 targets validated by the Science Based Target Initiative (SBTi).

We recognize that Carbon Emissions are a key factor in managing climate change: At Bamburi Cement we will reduce our carbon emissions with 2050 net-zero targets validated by SBTi and cutting across our operations and value chain, including Scope 1, Scope 2 and Scope 3. We will:

Scope 1: Reduce our use of Fossil Fuels by replacing them with Alternative Fuels including biomass and industrial waste, Increase our use of Alternative Raw Materials, Reduce Specific Thermal Energy and Reduce our Clinker Factor. By investing in our operations and technology to improve our process efficiency we will further reduce our emissions.

Scope 2: Reduce our Specific Electrical Energy Consumption by optimizing our manufacturing process and converting our clinker and cement industrial grid power needs to solar power by 2025.

Scope 3: Convert our transfers to more sustainable and lower emission routes and transport. We will optimize the usage of road transfer with diesel and petroleum vehicles and increase the use of our rail transfers.

Kenya

Our net Scope 1 emissions, were at 452.8 kgCO₂/Tons in 2021, well below our 2025 target limit of 483 kgCO₂/Tons. We strive to further lower Scope 1 emissions by reducing our clinker factor (CF) by optimizing cement production with mineral components such as pozzolana, limestone, slag and gypsum. In 2021 we achieved a Clinker Factor of 55.3% through mastery in our industrial operations. Scope 2 emissions from purchased electricity were 257 kgCO₂/MWh in 2021.

Uganda

At Hima Cement in 2021 biomass accounted for 51% of our thermal energy source. Our Specific Net CO₂ emissions were 293.2 kg CO₂/Tons. Our clinker factor was 54% with a great contribution from our latest innovation of Fundi Cement, a green cement with 54% less CO₂ emissions in comparison to ordinary Portland cement.



At Bamburi Cement we will reduce our carbon emissions with 2050 net-zero targets validated by SBTi and cutting across our operations and value chain.



2021 SUSTAINABILITY REPORT



CIRCULAR ECONOMY

Circular economy is underpinned by a transition to renewable energy and materials. At Bamburi Cement, we believe in recycling, driving the circular economy across everything we do, from our plants and products to the built environment, to build more with less and preserve our ecosystems. By keeping materials in use as long as possible to decouple our growth from nature's resources, we have developed a resilient system that is good for business, people and the environment.

Kenya

In 2021, we co-processed approximately 117,467 tons of reused waste in our industrial operations. Through our Geocycle brand, we co-processed waste oil, tyres, and agricultural waste within our operations. By co-processing non-recyclable waste we continually minimize our use of fossil fuels which enables us to lower our carbon emissions and move towards a Net Zero future.

Uganda

In 2021 at Hima Cement, we increased and expanded our waste management business by bringing on board new waste streams for co-processing including culets from beverage companies, paint solvents, hybrid mud, oil cans and filters. In total, we co-processed 81,000 tons of waste. We commissioned the industrial chemical chute at Hima Plant Kiln 3 for the safe disposal of industrial waste. We signed key partnerships to manage waste for a several companies including Africa Agrotech, Médecins Sans Frontières, Diageo, and Vivo Energy and Total Energies to manage their used oil.



At Bamburi Cement, we believe in recycling, driving the circular economy across everything we do, from our plants and products to the built environment, to build more with less and preserve our ecosystems.



2021 SUSTAINABILITY REPORT



PEOPLE: HUMAN RIGHTS AND SOCIAL INITIATIVES

Our people and communities are at the heart of everything we do. Respect for human rights is fundamental to our ability to do business. We have the responsibility to take proactive measures to identify, prevent and mitigate risks to people. We are committed to our role as a Safe workplace that promotes diversity and inclusivity at all levels of our business.

To build a world that works for all, we acknowledge the need for continuous improvement and implementation throughout our business. Our position as an industry leader means that our investment in people and our communities should embed our Human Rights Approach at the site level through ongoing due diligence, focus on salient risks, stakeholder engagement, and impact assessments and increased training.

We design initiatives to uplift the needy and vulnerable in our communities and endeavor to address root causes of societal challenges. Our Social Initiative programs are anchored on four pillars (outlined below) and they form part of our contribution to the Sustainable Development Goals. We are committed to:

1. Promoting the wellbeing of the vulnerable and the needy through Health and Safety initiatives
2. Empowering youth and the marginalized through education and upskilling
3. Providing infrastructural support to communities in support of community development
4. Promoting environmental and biodiversity conservation for the posterity for all

Kenya

We spent KES 10,475,120 million impacting the lives of 21,859 people in Kenya through various Social initiatives. We launched our updated Holcim Human Rights Approach and embedded the same into our People and Communities pillar dedicating 894 cumulative days to 2025 on Human Rights.

In 2021 we spent 105 days dedicated to application of and stakeholder engagement in the Human Rights approach. We conducted the annual country Human Rights Self Assessments covering all our sites, namely Lafarge Ecosystems, Matuga, Kwale County (Capacity expansion site), Mombasa Plant, Nairobi Grinding Plant, Bamburi Special Products and Geocycle Kenya. The output highlighted risk areas across our various operations as well as mitigating action plans to address areas of concern.

We achieved an employee gender diversity of 20% in 2021 and completed 17,409 hours of training.

Uganda

Hima Cement spent KES 16,536,077 in 2021 on social investments in our key programs in education, health, environment, livelihood development and infrastructure. We adopted the Social Policy and Human rights Directive and conducted a Human Rights Impact Assessment with stakeholders from our host districts of Kasese, Kamwenge, Kabarole, Tororo and Kapchorwa Cement.



We have the responsibility to take proactive measures to identify, prevent and mitigate risks to people. We are committed to our role as a Safe workplace that promotes diversity and inclusivity at all levels of our business.

Our approach to Human Rights





NATURE & BIODIVERSITY

For Bamburi Cement, Nature encompasses two main elements - Water and Biodiversity. We remain diligent to maintain our long standing commitment towards protection and restoration of the natural resources we rely on. We want to preserve biodiversity through transformative rehabilitation of our quarries. Our priorities in this pillar include:-

- Biodiversity Management and Environmental Education and through investment in our flagship parks: Bamburi Haller Park and Bamburi Forest Trails
- Forest 10% of our industrial complexes to contribute national forest cover by 2025
- Set industry-leading commitment to replenish freshwater in water-risk areas by 2030 and targets to lower water intensity across all product lines
- Drive the nature-based approach in our products and solutions to bring nature into cities, tackling challenges such as, biodiversity loss, water pollution, soil and air quality
- Replenishing the freshwater we use and making a measurable positive impact on biodiversity, building a nature-positive future.

Kenya

In 2021, all our applicable quarries have Rehabilitation Plans as well as Biodiversity Management Plans in place. By 2021 we had rehabilitated 334 Ha of used quarries and planted 22,700 seedlings.

In the year our freshwater withdrawal was at 54 liters per ton of cement, enabling us to be well below our 2022 target limit of 70 liters per ton of cement.

Uganda

At Hima Cement, all our quarries have rehabilitation plans and have obtained the necessary licenses from the Environment authority and conduct environmentally sound quarrying operations. We are looking to lower our water consumption across our business operations and in 2021, we started to track our water consumption and our specific freshwater withdrawal was 255 litres per ton cementitious.



We remain diligent to maintain our long standing commitment towards protection and restoration of the natural resources we rely on. We want to preserve biodiversity through transformative rehabilitation of our quarries.



2021 SUSTAINABILITY REPORT



SUSTAINABLE PROCUREMENT

The Company is equally dedicated to ensuring sustainability in our supply chains by making purchasing decisions that are beneficial to both the organization and the society as a whole. We strive to work with suppliers and contractors who sustainably manage their environmental impacts, health and safety risks, and working conditions.

We act for responsible sourcing in our supply chain, embracing the UNGC Ten Principles and the OECD Guidelines for Multinational Enterprises, as established our Code of Business Conduct for suppliers. In Kenya we commit to increase the presence of under represented groups in our supply chain.



We act for responsible sourcing in our supply chain, embracing the UNGC Ten Principles and the OECD Guidelines for Multinational Enterprises, as established our code of Business Conduct for suppliers.

Kenya

Consolidated spend on underrepresented groups increased from 10.26%* in 2020 to 19.38%*.

**Measured against local controllable spend.*

2021 HIGHLIGHTS - KENYA



Key achievements in 2021



The Sustainability Commitments 2025 now include several new or updated targets and an even broader range of responsibilities in corporate sustainability management.

CLIMATE AND ENERGY

Alternative fuels

Thermal Substitution Rate across:

79%

in Nairobi Grinding Plant

7.5%

in Mombasa plant

HEALTH AND SAFETY



- 38,232 hours spent in the field by Supervisors and Managers engaging staff on health and safety.
- 2 lost time injuries were reported.

CUSTOMER EXPERIENCE

1,634

Customers served

91%

Customer retention

CIRCULAR ECONOMY - Waste Management

117,439 tons

Waste recycled

- Heat recovery from wastes that include carbon black, used oil, tyres and biomass.
- Commissioned the industrial chemical chute for safe disposal of hazardous wastes from other industries

PEOPLE: HUMAN RIGHTS

Time Dedicated to Human Rights

840 Hours ,105 Days

2021 HIGHLIGHTS - UGANDA



Key achievements in 2021



The Sustainability Commitments 2025 now include several new or updated targets and an even broader range of responsibilities in corporate sustainability management.

HEALTH AND SAFETY



- 0 Lost Time Injuries Reported
- 4,493 hours spent in the field by Supervisors and Managers engaging staff on Health and Safety.

CLIMATE AND ENERGY

Alternative fuels

58%

Thermal Substitution Rate

CIRCULAR ECONOMY

Waste Management

81,000 tons

Waste recycled

- Heat recovery from wastes that include carbon black, used oil, tyres and biomass.
- Commissioned the industrial chemical chute for safe disposal of hazardous wastes from other industries

PEOPLE: HUMAN RIGHTS

Time Dedicated to Human Rights

160 Hours , 20 Days

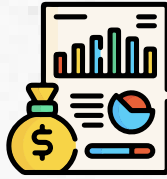
2021 HIGHLIGHTS - AWARDS



In addition to the mentioned achievements, The Company received several awards in 2021 including:



We believe in building a world that works for people and the planet. Supply chains are key channels to scale up and accelerate positive impacts to advance society and uplift communities.



FiRe Awards:

The Company was recognized as the 1st runner up in both the Industrial, Commercial & Services category as well as the listed category during the 2021 FiRe (Financial Reporting) Awards.



Tax Payer Award:

The Company was awarded and recognized as Top Tax Payer Southern Region (hosted by KRA and graced by the H.E. President Uhuru Kenyatta



Go Green Award:

Within the Construction Sustainability category, The Company was awarded the Go Green Award by the Optiven Group



Most Admired Sales Award:

Under the Home and Building Products category, The Company won the Most Admired Sales Award



Edge Advanced Preliminary Certificate:

We received a certificate from EDGE (Excellence in Design for Greener Efficiencies) in conjunction with 14 Trees for providing materials required for 3D Printing construction in Mvule Gardens



HSE Excellence Award:

Our Nairobi Grinding plant in Athi River received recognition from Holcim Group for outstanding Health & Safety performance in 2021, being one of the only four plants in Middle East & Africa to receive this recognition.



Annual OSH Awards:

The Company was recognized as the 2nd runner up in the Manufacturing sector by the Directorate of Occupational Health and Safety Services for its commitment and compliance to occupational health and safety practices.







With a rich history in environmental rehabilitation, conservation and biodiversity, our commitment to sustainability is unwavering.

STAKEHOLDER RELATIONS



STAKEHOLDER RELATIONS

Principles and values guiding our approach in human rights implementation and stakeholder engagements are transparency, honesty, respect, and integrity.

For sustainable business operations, social goodwill and reputation we place a high value in building and maintaining positive and cooperative relationships with all our stakeholders. This is anchored on our commitment to respecting human rights, empowering people and communities to build a better future. Principles and values guiding our approach in human rights implementation and stakeholder engagements are transparency, honesty, respect, and integrity. These are reflected in our policies including Code of Business Conduct, Stakeholder Engagement Policy, Human Rights and Social Policy, and the Responsible Lobbying and Advocacy Directive.

Our stakeholder community comprises of employees, customers, local communities, national government, county governments, regulatory bodies, suppliers, business partners, local and international lobby associations, shareholders, investors as well as the academia.

1. Local Communities

Our plant and mining operations are located within neighboring communities. To maintain goodwill and social license to operate, we have regular engagements with the local community members, government agencies and local organizations. These interactions allow us to have visibility of emerging issues and areas of concern as well as give us an opportunity to update the local stakeholders of our activities and upcoming projects.

We utilize a different engagement formats, depending on objective engagement these can range from scheduled structured meetings, plant and site visits, individual meetings on more sensitive topics, newsletters and notice board announcements at sites, traditional and social media communication and public participation forums.

We aim to constantly reconcile the interests of the company with those of the local communities for the common good of everyone.

2. Lobby groups and associations



United Nations Global Compact (UNGC)

Bamburi Cement is a member in the UN Global Compact. With our integrated approach to sustainable development, we aim to embrace the UNGC principles, implement the ten principles of the Global Compact and to use it as a basis for advancing responsible corporate citizenship.

UNGC provides Bamburi Cement with the opportunity to further push our own ongoing programs and processes in the areas of human rights, labor standards, the environment, and anti-corruption.

We publish an annual Communication of Progress (COP) demonstrating our commitment to the overarching agenda.



STAKEHOLDER RELATIONS

Our dedication to proactive dialogue with stakeholder groups has enabled us exchange ideas and opinions, identify and address risks in good time.



UN Women

Bamburi Cement adopted the UN Women Empowerment Principles as an expression of supporting the advancement of equality between women and men to:

- Bring the broadest pool of talent to our endeavors
- Further our companies' competitiveness
- Meet our corporate responsibility and sustainability commitments
- Model behavior within our companies that reflects the society we would like for our employees, fellow citizens and families
- Encourage economic and social conditions that provide opportunities for women and men, girls and boys
- Foster sustainable development in the countries in which we operate



World Business Council for Sustainable Development (WBCSD)

The World Business Council for Sustainable Development (WBCSD) is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. Bamburi Cement through the Holcim Group is an active member of the WBCSD, with CEO Jan Jenisch appointed to the WBCSD Executive Committee in 2019.



Global Cement & Concrete Association (GCCA)

Bamburi Cement through Holcim Group plays an active role in the development of the GCCA's climate vision, by co-chairing its "Vision 2050" workgroup and its associated climate policy. The GCCA is a progressive new association, dedicated to developing and strengthening the sector's contribution to

construction. The association focuses on driving advancements in sustainable construction, working to enhance the cement and concrete industry's contribution to a variety of global social and developmental challenges. Holcim Group CEO Jan Jenisch is the President of the GCCA.



East Africa Business Council (EABC)

Bamburi Cement is a member of the East African Business Council (EABC). This is the regional apex body of Private Sector Associations and corporates in the East African region with the aim of driving East Africa Community integration through trade and investment.



STAKEHOLDER RELATIONS



Kenya Private Sector Alliance (KEPSA)

Bamburi Cement is a member of KEPSA. KEPSA's mission is to ensure annual improvement in overall business environment of Kenya by working together with the Government and other private sector stakeholders. Bamburi Cement through KEPSA lobbies a number of business issues including power and mining costs.



Kenya Association of Manufacturers (KAM)

Bamburi Cement is a member of KAM



Nairobi Securities Exchange

Bamburi Cement stock is listed on the Nairobi Securities Exchange. NSE is the leading African Exchange, based in Kenya – one of the fastest-growing economies in Sub-Saharan Africa.



Mission Possible Partnership - Concrete Action for Climate (CAC)

As one of the sectoral work

streams of the Mission Possible Partnership (MPP), Concrete Action for Climate is helping to coordinate global climate action and innovation in the cement and concrete industry. It aims to stimulate demand for low-carbon products, ensure appropriate financing and public policy are in place for the transition, and enlarge the circle of progressive companies committing to net-zero targets. Bamburi Cement through Holcim is collaborating closely with the GCCA and the coalition of organizations leading the CAC initiative.



Task Force on Climate-Related Financial Disclosure (TCFD)

Bamburi Cement, through Holcim has been a supporter of the TCFD since July 2017. The TCFD is developing voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to investors, lenders, insurers, and other stakeholders.



Global Reporting Initiative (GRI)

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



Concrete Sustainability Council

Holcim Group is a founder member and Co-Chair of the Concrete Sustainability Council.

Holcim together with concrete industry partners from Europe, USA, Latin America and Asia initiated the development of a global responsible sourcing certification system, designed to help concrete, cement and aggregate companies obtain insight in the level to which a company operates in an environmentally, socially and economically responsible way.

Concrete is the world's most widely used building material. By creating a certification system for responsibly-sourced concrete, the Concrete Sustainability Council (CSC) promotes and demonstrates concrete as a sustainable building material to enable informed decisions in construction.

It is our vision to build a sustainable, safe, durable and comfortable future. Bamburi Cement has adopted numerous innovative sustainable concrete solutions from Group.



STAKEHOLDER RELATIONS








STAKEHOLDER RELATIONS




COMMUNICATION MECHANISMS WITH STAKEHOLDERS

The following table presents the top topics brought up by our stakeholders in our Materiality Assessment, highlighting the various communication channels we use to engage with stakeholders.

STAKEHOLDERS	KEY MATERIAL TOPICS	ENGAGEMENT CHANNEL & FREQUENCY	OUTCOMES
 <p>Employees</p>	<ul style="list-style-type: none"> Occupational Health and safety Human Rights Employee engagement and Development Diversity & Inclusion Business ethics 	<ul style="list-style-type: none"> Periodic H&S training Employee experience survey Open dialogues and meetings with leaders including town halls HR teams and HR process platforms with Managing Director and Executive Committee Members Newsletters 	<ul style="list-style-type: none"> Understanding of our employees' needs Talent management strategy Ethics case reports for investigation OHS Strategy Diversity and Inclusion, Policy and initiatives
 <p>Our Customers</p>	<ul style="list-style-type: none"> Customer Relations and satisfaction Customer experience and engagement Quality products, services, and solutions Sustainability management practices 	<ul style="list-style-type: none"> Regular commercial events Customer satisfaction surveys Service centers, and helplines 	<ul style="list-style-type: none"> Customer centricity strategy Clear understanding of our customers' needs and concerns Digitalized solutions Innovative construction solutions
 <p>Local Communities</p>	<ul style="list-style-type: none"> Health and safety Education and capability development Community infrastructure programs and housing Community employability skills and wellbeing Respect for human rights Local employment opportunities 	<ul style="list-style-type: none"> Ongoing dialogues with communities Annual open house days at operating sites Ongoing educational programs and training Community infrastructure, volunteering, and social investment initiatives Co-creation of inclusive business programs 	<ul style="list-style-type: none"> Improvement to community infrastructure and wellbeing Increased participation of women in the local economy Reduced figures of not-in-employment-or-education youth Economic growth in the community





STAKEHOLDER RELATIONS

STAKEHOLDERS	KEY MATERIAL TOPICS	ENGAGEMENT CHANNEL & FREQUENCY	OUTCOMES
 <p>Government & Regulatory bodies</p>	<ul style="list-style-type: none"> • Health and safety • Business ethics and compliance • Climate change and emissions • Energy costs, efficiency, and sourcing • Circular economy and waste • Community infrastructure programs and housing 	<ul style="list-style-type: none"> • Annual reports and conservation books • Company position papers • Ongoing public policy discussions • Long-term partnerships • Working groups • Periodic plant visits • Events and conferences 	<ul style="list-style-type: none"> • Successful adaptations to local, national, and regional policy and regulations
 <p>Suppliers</p>	<ul style="list-style-type: none"> • Business ethics and legal compliance • Quality of products and services • Supply chain reliability and efficiency • Health and safety • Sustainability management practices 	<ul style="list-style-type: none"> • Daily interactions • Ongoing training and capacity building programs • Health and safety and sustainability verification platforms 	<ul style="list-style-type: none"> • Supplier Sustainability Program for certain suppliers • Promotion of local suppliers • Contractor Health and safety verifications
 <p>Associations</p>	<ul style="list-style-type: none"> • Health and safety • Business ethics and compliance • Environmental standards • Sustainability principles and challenges • Increased awareness of our products' sustainable attributes • Industry best-practice sharing 	<ul style="list-style-type: none"> • Periodic meetings • Annual conferences • Ongoing working groups and research studies 	<ul style="list-style-type: none"> • Coordinated initiatives, statements, whitepapers, and communication • Campaigns • Industry best practices sharing • Strengthened positioning of cement and concrete as sustainable • Building materials • Compliance with antitrust laws



STAKEHOLDER RELATIONS

STAKEHOLDERS	KEY MATERIAL TOPICS	ENGAGEMENT CHANNEL & FREQUENCY	OUTCOMES
 <p>Shareholders & Financial Investors</p>	<ul style="list-style-type: none"> • Company's financial performance • Return on capital employed • Pricing integrity and anti-trust compliance • ESG disclosure and performance • Risks and opportunities 	<ul style="list-style-type: none"> • Regular meetings, webcasts, and conference calls • Quarterly financial updates and guidance • Annual integrated reports, and mandatory filings • Ongoing website updates and press releases 	<ul style="list-style-type: none"> • Understanding of financial position, performance, business perspectives, and risks • Strengthening of Bamburi Cement's ESG practices and metrics • Enhancement of reporting quality and transparency
 <p>Academia</p>	<ul style="list-style-type: none"> • ESG performance and disclosure • Sustainable cities and communities • Energy and climate change solutions • Natural resources conservation • Circular economy • Innovation and business development • Public policy and advocacy 	<ul style="list-style-type: none"> • Permanent collaborative research portfolio • Subject matter expert participation in internal training • Collaboration on research papers and advisory services • Yearly best practices and methodologies playbooks 	<ul style="list-style-type: none"> • Incremental quality and transparency of Bamburi Cement's reporting • Develop solutions through collaborative projects • Build strategic partnerships with top universities • Awareness of global trends • Attract new talent for Risk and opportunities assessment





Bamburi
cement

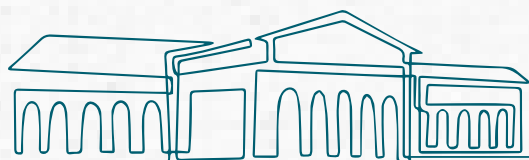




Since we embarked on this journey, we have built governance system that is ever-evolving, efficient and one that fulfils our company strategy and lives up to our values and aspirations for our people and planet.

OUR GOVERNANCE





OUR GOVERNANCE

The Board of Directors of Bamburi Cement is steadfast in its belief that good corporate governance is critical for the long-term success of the Company and to ensure sustainable returns for various stakeholders including customers, shareholders, creditors, suppliers, employees and the communities where the Company operates.

Corporate governance

Our commitment to deliver value to our stakeholders rests on a clear recognition that, as a public company, we are stewards of other people's money. They invest with us to achieve superior long-term returns at acceptable risk. Bamburi Cement's Corporate Governance has a long-term goal of creating value and strengthening the Company's reputation. This includes continuous improvement to decision-making processes and management systems through legal, organizational, and ethical directives.

The Board of Directors of Bamburi Cement is steadfast in its belief that good corporate governance is critical for the long-term success of the Company and to ensure sustainable returns for various stakeholders including customers, shareholders, creditors, suppliers, employees and the communities where the Company operates.

Just as we address environmental issues like climate change and social issues like diversity, corporate oversight

through evolving corporate governance practices is also one of our priorities. The rules, roles, and processes used by our company and its board of directors are strategically important. The Company has and plans to continue to align its board composition, director compensation, corporate disclosure, and more, with international best practices.

We are committed to achieving superior performance that is reflected in strong and sustained economic growth, with a high degree of integrity. This practice of adopting high ethical standards and best practices in corporate governance, goes beyond simple adherence to laws and regulations.

At Bamburi Cement, we believe that to succeed, we must do things right and in the right way. We have embarked on a journey to meet stakeholder's growing demand and related matters. Since we started this journey, we have built a governance system that is ever-evolving, efficient and one that fulfills our company strategy and lives up to our values and aspirations for

our people and the planet. Our governance system is made up of a set of mandates, guidelines, policy, and procedures conceived, implemented, and applied consistently by our best-in-class corporate bodies, aided by the invaluable cooperation of our employees, business partners and society in general.

At Bamburi, we abide by the laws and regulations of every jurisdiction in which we operate. Nonetheless, we understand that adhering to the law is not enough to run a growing global organization. Our financial culture and management style is open and transparent. Through our regular meetings, reports, guidance, conference calls, and personal interactions, we vigorously work to keep our investors informed of our activities. We expect our disclosures to meet high ethical standards.

Beyond compliance, our commitment to ourselves, our investors, and all our stakeholders is to manage Bamburi Cement with integrity.



OUR GOVERNANCE



The Board is primarily in charge of providing strategic leadership and stewardship to the Company, supervising the Company's overall operation, and engaging with Bamburi's stakeholders, including our shareholders.

Our Governance Structure

The Board

Within our governance system, our Board of Directors is primarily in charge of providing strategic leadership and stewardship to the Company, supervising the company's overall operation, and engaging with Bamburi's stakeholders.

The Board whose operations are governed by the Company's Articles of Association, the Code of Business Conduct, the Board Charter, the approved Board annual work plan and statutory provisions under the laws of the Republic of Kenya, is also responsible for identifying best practices and guidelines, stakeholder demands, society's values and ideals, and global and local trends, risks, and circumstances that the Company must address.

Additionally, our Board is in charge of guiding the company through the process of issuing, implementing, and overseeing compliance with corresponding company mandates, guidelines, policies, and procedures. Some of its specific functions

also include disclosing to the shareholders the general state of the company, supervising the performance of our Group Managing Director, monitoring the main risks to which the company is exposed, and approving certain information and communication policies. To do this effectively, the Board abides by best practices and maintains an optimal structure.

As part of these efforts, we have clearly defined the roles of the Board Chair and Managing Director, created the Board of ESG Committee, appointed one new director, and have increased the representation of independent, female, and international directors. The Board is chaired by Dr. John Simba and is composed of highly qualified and experienced directors appointed by our shareholders.

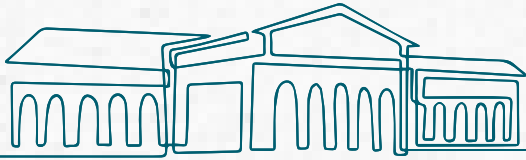
The Board met five times during the year to report on a wide range of relevant issues, including progress on our corporate strategy, the state of our governance system, sustainability-related concerns, and financial strategy. The

average board attendance was 97%. In 2021, we paid an aggregate of KES 13,437,579 in total gross compensation to the members of the Board

To ensure clarity in its operations, the Board has developed a Schedule of Matters Reserved for the Board, which are matters that only the Board or through its committees can handle. Any issues outside these, are delegated to Management through the Schedule of Matters Delegated by the Board.

Key responsibilities of the Board include:

- Defining the Company's mission, vision, its strategy, goals, risk policy plans and objectives
- Approving the Company's annual budget
- Overseeing the Company's management and operations, management accounts, major capital expenditure, performance, and strategies
- Identifying the business opportunities and principal risks in the Company's operating environment and regularly reviewing



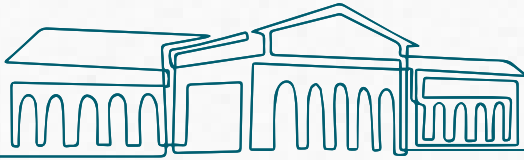
OUR GOVERNANCE

the adequacy and integrity of the Company's internal control systems and risk management framework

- Developing an appropriate staffing and remuneration policy for senior management and the Board
- Reviewing the Company's property acquisition and divestitures and management information systems
- Monitoring the effectiveness of the agreed corporate governance practices and ensuring compliance with the Code of Business Conduct and compliance with applicable laws, regulations, rules, and guidelines
- Reviewing and agreeing Board succession plans and approving Non-Executive Director appointments
- Establishing and implementing a system that provides necessary information to the shareholders.

The Board has set up two committees to perform its delegated functions i.e. the Audit & Risk Committee and the Nomination, Remuneration & HR Committee. The Board Charter and terms of reference of each committee are reviewed at a minimum once every two years and updated to ensure that they remain dynamic and relevant.

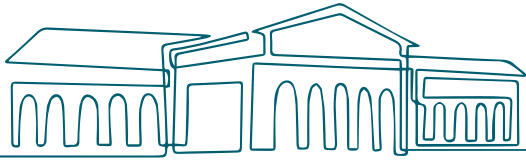




OUR GOVERNANCE

The Board

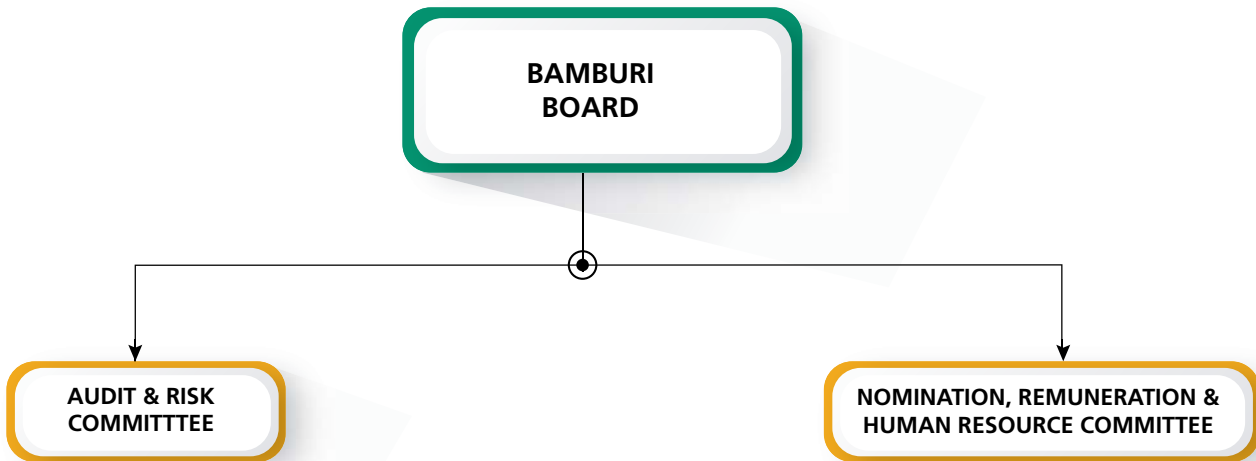
- 1. DR. JOHN SIMBA**
NON-EXECUTIVE DIRECTOR
LLB, LLD(hc) EGH, MBS, OGW
- 2. SEDDIQ HASSANI**
EXECUTIVE DIRECTOR
MSc Eng. Mechanics, MSc Eng. Aeronautics, PhD Mechanics
- 3. DR HELEN GICHOHI**
INDEPENDENT
NON-EXECUTIVE DIRECTOR
OGW, MBS, PhD Zoology,
MSc Bio of Conservation, BEd
- 4. MBUVI NGUNZE**
INDEPENDENT NON-EXECUTIVE DIRECTOR
BComm, FCA (England and Wales)
- 5. AUSTIN A.O. OUKO**
NON-EXECUTIVE DIRECTOR
JSM, LL.M, LL.B
- 6. JOHN STULL**
NON-EXECUTIVE DIRECTOR
BSCHE, Management (Harvard)
- 7. VASILEIOS KARALIS**
EXECUTIVE DIRECTOR
Msc International Banking &
Finance, Bsc Mathematics
- 8. ALICE OWUOR**
INDEPENDENT NON-EXECUTIVE DIRECTOR
OGW, MBA, BCom, FKIM
- 9. JEAN-MICHEL PONS**
EXECUTIVE DIRECTOR
Msc Engineering
- 10. WAENI NGEA**
COMPANY SECRETARY
LL.B, CPS(K)
- 11. RITA KAVASHE**
INDEPENDENT NON-EXECUTIVE DIRECTOR
MBS, MBA, BEd



OUR GOVERNANCE

Our Board Committees

At Bamburi, we have two key board committees:



Each Board Committee is governed by a charter approved by the Board. The Charters set out the parameters of responsibility as well as the operational elements of each Committee. In 2021, the Board reviewed the charter of the Audit & Risk Committee.

The reports of the Audit & Risk Committee and the Nomination, Remuneration & HR Committee are tabled before the Board for adoption. The Board and the Committees are satisfied that the Committees met their mandates in 2021 as provided for in the respective Charters



OUR GOVERNANCE

Audit & Risk Committee

The Committee comprises at least three (3) independent non-executive directors including a member with accounting qualification and in good standing with the respective professional association, in compliance with the Capital Markets Authority, Code of Corporate Governance Practices for issuers of Securities to the Public 2015 (the CMA Code).

Current Committee members are set out below:



Mbuvu Ngunze - Committee Chair

Austin A.O. Ouko - Member

Alice Owuor - Member

Dr. Hellen Gichohi - Member

Rita Kavashe - Member

Waeni Ngea - Committee Secretary

Permanent Invitees



Seddiq Hassani - Group Managing Director, Bamburi Cement

Jean-Michel Pons - Country Managing Director, Hima Cement

Vasileios Karalis - Group Finance Director, Bamburi Cement

Moses Aman - Finance Director, Hima Cement

Peter Mbaru - Group Internal Audit and Risk Director



OUR GOVERNANCE

Nomination, Remuneration & Human Resources Committee (NR & HRC)

The NR & HRC is responsible for the nomination of candidates for appointment to the Board and for assessing the performance and effectiveness of the Board and its Committees, reviewing non-executive director compensation, overseeing the overall human resource strategy of the Company and its Committees and succession planning for the Board. The Committee is composed of six (6) members, three of whom are independent non-executive directors, thus complying with the requirements of the CMA Code to have a majority of independent members.



Mbuvi Ngunze	- Committee Chair	Seddiq Hassani	- Member
Alice Owuor	- Member	John Stull	- Member
Dr. John Simba	- Member	Waeni Ngea	- Committee Secretary
Dr. Helen Gichohi	- Member		

Current Committee members are set out below:



Irene Wamanga	- People, Organization & Sustainability Director, Bamburi Cement
Kanyi Gitonga	- Chair, Board of Trustees, Bamburi Cement Ltd Staff Retirement Benefits Scheme

Our Executive Committee

The day-to-day business and operations at Bamburi Cement are delegated to the Executive Committee (ExCo) whose members are appointed by the Group Managing Director. The Committee consists of individuals responsible for the key business sections of Finance, Supply Chain, Procurement & Logistics, Plant Operations, Sales & Marketing and Human Sustainability Resources.

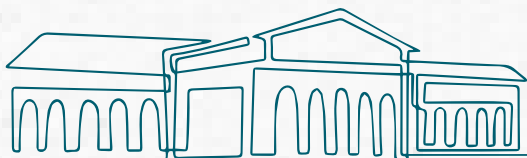
The ExCo meets monthly or as frequently as necessary and the agenda focuses specifically on delivery of performance objectives approved by the Board. For the year under review, the ExCo was instrumental in driving delivery of agreed company and functional targets and implementing Board resolutions to yield the strong performance set out in the financial statements.

PART OF YOU FROM THE START



OUR GOVERNANCE





OUR GOVERNANCE

Business Ethics and Compliance

Code of Business Conduct (Integrity Line) & Speak Up Directive

Through the Code of Business Conduct, Bamburi Cement emphasizes its commitment to ethics and compliance with laws, sets forth basic standards of behavior for its employees, agents and directors when dealing with clients, suppliers, competitors, and the general public, provides reporting mechanisms for known or suspected breaches while also ensuring prevention and detection of wrongdoing.

Bamburi Cement uses a reporting system put in place by the Holcim Group known as the 'Integrity Line' through which any person can report any violation of the Code of Business Conduct. The reporting channels include a toll-free telephone line, email or online reporting. Reporting can be done anonymously or otherwise and is followed by an investigation.

The ExCo has set up an Ethics & Compliance Committee which reviews ethics and compliance matters with a keen focus on integrity line related investigations. This Committee reports its findings and recommendations into the Audit & Risk Committee. Remediation of misconduct established

through an investigation is managed by the applicable business function, with legal and other cross-functional advice.

Further, a review of the integrity line reports was undertaken at each Audit & Risk Committee meeting, with clear details of each report, findings and remediation actions taken, if any. In this way, the Board ensures that risks arising from any ethical issues are identified and mitigated appropriately. During the year 2021, Bamburi Cement trained all its staff to reinforce the principles in the Code of Business Conduct, promote the declaration of potential conflicts of interest and familiarize all individuals with the available modes of reporting/whistleblowing on matters of concern.

Conflicts of Interest

The Board has put in place procedures for managing compliance with the conflict-of-interest provisions of the Companies Act 2015 and the CMA Code. The Board may authorize situational conflicts under the Company's Articles of Association.

Directors are required to declare any conflicts of interest in advance to the Chairman or the Company Secretary. All such declarations are captured in the conflict of interest register and considered at the next Board meeting. Declaration of

conflicts of interest is an agenda in all Board and Committee meetings prior to discussion of the substantive agenda items. Directors who have an interest in a matter are excluded from certain actions tied to the matter under discussion including voting on that matter. No material conflicts were reported by the Directors in 2021.

Procurement Policy

Bamburi Cement's Procurement Policy aims at providing complete management from strategy definition to execution. It ensures that procurement creates value by leveraging size and volumes, efficient processes, and systems together with combined global expertise with a consistent focus on the lowest total cost of ownership.

The Procurement Policy provides for supplier sustainability compliance, adherence to the company's Health, Environment & Safety Standards as well as applicable laws and regulations as integral parts of any sourcing decisions.

Regulatory Compliance

In addition the CMA Code, requires the Board of a listed Company to subject the Company to a legal and compliance audit, to establish the level of adherence to applicable laws, regulations and standards. The audit should be undertaken by an independent third party every 2 years and internally



OUR GOVERNANCE

on the years in between the external audits.

In compliance with this requirement, the Company enlisted the services of Rachier & Amollo Advocates who last year undertook the legal and compliance audit for the year ended 31 December 2020. The auditor's opinion was read out to shareholders at the annual general meeting held on 10 June 2021.

The auditor issued an opinion that the Company was 'largely compliant' with prevailing laws. The identified remediation actions were tracked and implemented, resulting in strengthening of governance and controls within the Company.

Governance Audit

To ensure that the Company's governance framework and practises remain robust, efficient and credible, the Board is committed to regularly evaluating its framework, systems and practises through governance audits. These audits offersand opportunity to review past practises to confirm that they are still working well and also benchmark globally and prevailing best practices.

Additionally, as provided under the CMA code, the Board conducts an independent governance audit once every two (2) years by a governance auditor accredited by the Institute of Certified Secretaries, Kenya. Findings from the governance audits are also used to prepare remedial actions on any identified aspects of noncompliance to strengthen the Company's internal governance framework.

In 2021, Dorion Associates conducted the governance audit on the Company's governance structures. The auditor issued an unqualified opinion asserting that the Board had put in place a satisfactory governance framework. The remediation actions recommended from the audit are tracked for closure by the Board and its committees. The next governance audit will be undertaken in the year 2023.

Data Protection & Privacy

The Company is committed to protecting the privacy of individual personal information in its possession in line with provisions of the Data Protection Act 2019. To achieve this, it has

strengthened its mechanisms and controls for collecting, using, storing and sharing personal information. The idea is to ensure compliance and mitigate the risks likely to arise from unauthorised disclosure of personal data.

Adequate control measures are put in place and monitored both locally and globally through the Holcim Group Minimum Control Standards framework. The Company is able to rely on the vast experience of its parent company in verifying that the measures put in place are sufficient and mirror what is done in other established jurisdictions with more experience in data protection and management.

In 2021, Dorion Associates conducted the governance audit on the Company's governance structures and issued an unqualified opinion asserting that the Board had put in place a satisfactory governance framework.



BUSINESS RISK MANAGEMENT



BUSINESS RISK MANAGEMENT

Risk is an inherent part of the business and management acknowledges that effective risk management is integral to the achievement of business objectives and strategy. We therefore continuously develop and enhance our risk and control procedures to improve the mechanisms for risk identification, evaluation, monitoring and control.

In 2021, Bamburi Cement conducted a comprehensive risk assessment of our business risks and opportunities. The output was a risk and opportunities mapping with action plans to mitigate the risks and exploit the opportunities arising therefrom. It was the Board's opinion that the system of risk management in place provides reasonable assurance that business risk management in the company is adequate and sound.

INTERNAL CONTROL

Having an effective and efficient internal control framework is a key objective of the management team. Management is continuously reviewing the internal control framework to ensure that all risks are identified and mitigated. The Board is dedicated to the identification of key internal control risks and providing assurance to the shareholders that the risks are fully understood and managed.

In 2021, the Board conducted a review of the internal policies and internal controls of the material systems in the business. It is the opinion of the Board that the system of risk management and internal controls is in place and was effective in 2021.

MINIMUM CONTROL STANDARDS

In line with the Holcim Group approach, the Company has in place sixty two (62) mandatory Minimum Control Standards (MCS). These encompass controls from Governance and Compliance, Accounting, Financial Reporting and Processes to Health & Safety, Security, Human Resources, Inventory, Expenditure, Fixed Assets and Information Technology. Each Bamburi Executive Committee Member is responsible for a set of minimum control standards for their area.

Adherence to these MCS is mandatory in all our operations across the company. The MCS are continuously tested for compliance. The Board through the Audit & Risk Committee has reviewed the implementation of these MCS as well as the internal audit reports within the year and is satisfied that the control environment is robust enough to ensure efficient business operations.



We are therefore continuously developing and enhancing our risk and control procedures to improve the mechanisms for risk identification, evaluation, monitoring and control.

62

Mandatory Minimum Control Standards (MCS's) put in place by the Company.

RISK MANAGEMENT PROCESS



RISK MONITORING

Risk and opportunity developments are continuously monitored through several channels and a broad variety are employed to inform senior management about their developments. Relevant changes are promptly communicated to decision makers.

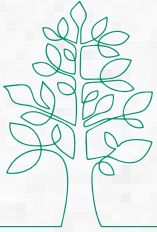






Our materiality assessment brings together financial and non-financial topics that matter most to our business and our stakeholders.

MATERIAL TOPICS



MATERIAL TOPICS

Through a comprehensive materiality assessment undertaken in 2022, we identified, assessed, and understood the financial and nonfinancial issues that impact our business and the process by which we create long-term value for our stakeholders.

Our Materiality Assessment Process

Our materiality assessment brings together financial and non-financial topics that matter most to our business and our stakeholders in Kenya. Aligned with the GRI's framework and Materiality principles, this analysis helps identify topics to be addressed in our strategic planning and integrated reporting.

The materiality analysis has supported the identification of topics of highest importance to our internal and external stakeholders and has helped more closely define the risks and

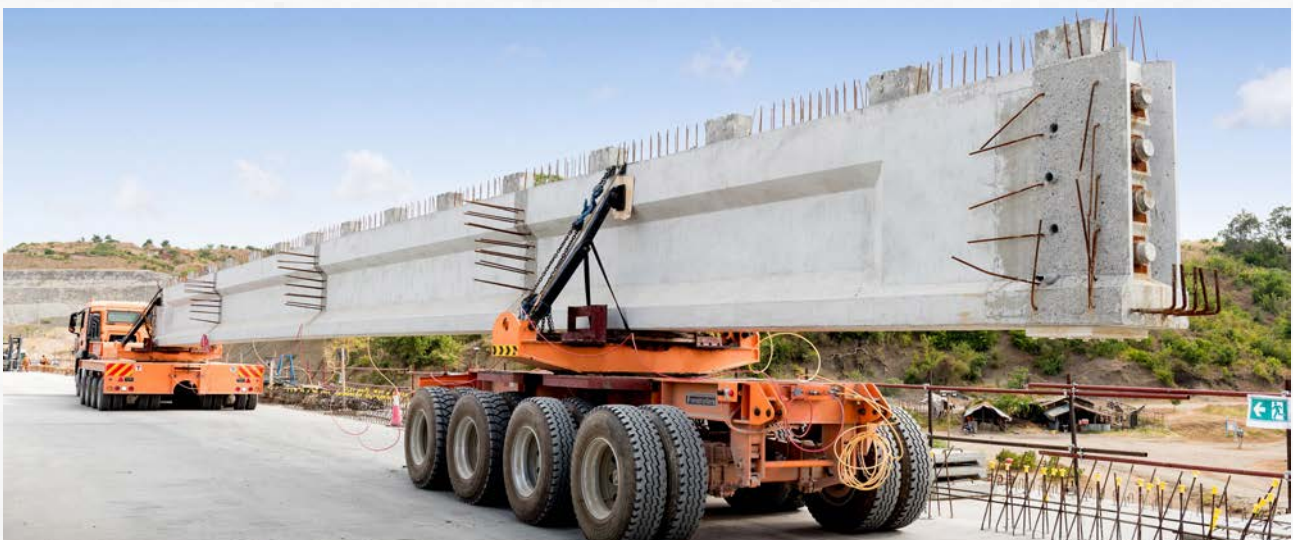
opportunities to enable us set relevant goals and targets for our organization, more especially for our ESG reporting purposes.

Through a comprehensive materiality assessment undertaken in 2022, we identified, assessed, and understood the financial and nonfinancial issues that impact our business and the process by which we create long-term value for our stakeholders. These issues are integral to our planning process and help support the delivery of our ESG and business strategy.

Our comprehensive stakeholder engagement exercise is based

on a well-defined, closed-loop approach which includes the identification of stakeholders, prioritization, engagement, preparation, and implementation of the action plan to complete the feedback loop. The prioritization of material topics related to profit, people, and planet is well aligning the same with our strategic pillars.

Based on the 2022 materiality assessment, the issues material to the company and our stakeholders are environment and energy, employee well-being and human rights, community engagement, business ethics and compliance, and production & supply chain.





MATERIAL TOPICS

IDENTIFICATION Of relevant assessment topics	DEFINITION Of the stakeholders to take part in the analysis	PRIORITIZATION Of the topics by gathering stakeholders' opinions and concerns	RESULTS Reviewed internally to ensure consistency with our business risks and strategy
<p>To select the assessment topics, we considered internal and external stakeholder views, carried out an industry-level evaluation, and researched major economic, environmental, and social trends and challenges.</p> <p>The identified topics were later prioritized and ranked based on their potential to impact our organization and according to stakeholders' concerns</p>	<p>Stakeholders that took part in the materiality assessment include employees, board members, customers, shareholders, Government papers, investors, suppliers, as well as non-market stakeholders, including community members, NGOs, and industry associations</p>	<p>To rank the significance that the assessment topics have for our stakeholders, we launched a countrywide materiality survey with the participation of all relevant stakeholder groups. The responses received from our stakeholders informed our priority material topics</p>	<p>Bamburi Cement's strategic business functions carried out a deep-dive exercise to map the "impact on priority material topics. The five topics include Environment and Energy, Employee well being and human rights, Local Community Engagement, Business Ethics and Compliance and Production and Supply Chain.</p>

The process of stakeholder engagement served as a tool for understanding the reasonable expectations and interests of stakeholders, as well as their information needs. We undertook a systematic stakeholder engagement which resulted in learning within our organization, as well as increased accountability to a range of stakeholders; in turn strengthening the trust between Bamburi Cement and our stakeholders.

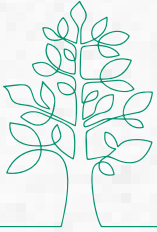
At Bamburi Cement, we are cognizant that enterprise risk management includes risks associated around ESG as well and hence carrying out the materiality assessment is a

route towards understanding the business risks facing our company as well as the industry. The World Economic Forum has highlighted the increasing interconnectedness among ESG risks to other risk categories— particularly the complex relationship between environmental risks and social issues making ESG a key consideration for any business.

And while the materiality assessment has identified risks, we believe that it has contributed to the identification of business opportunities including cost saving, production efficiency and meeting the continuing needs of our customer to provide ecologically and environmentally

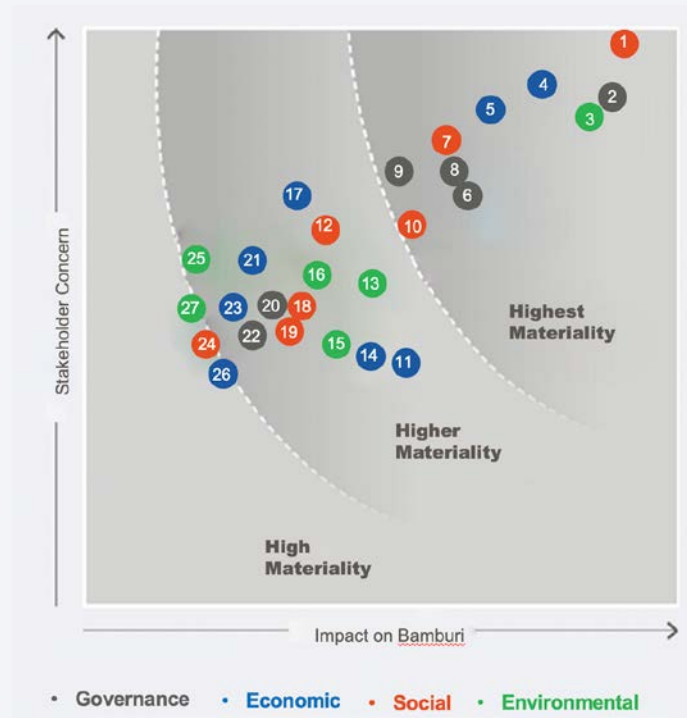
friendly products including lower CO₂ emission cements and sustainable waste management solutions. Our Materiality process continues to distinguish Bamburi Cement's values, procedures, productions and commitments from its competitors, demonstrating our commitment to Sustainable business procedures.

**At Bamburi Cement
We are cognizant
that enterprise
risk management
includes risks
associated around
ESG.**



MATERIAL TOPICS

MATERIALITY MATRIX FOR BAMBURI CEMENT



Highest Materiality

1. Occupational Health and Safety
2. Business ethics and compliance
3. Climate change
4. Customer relation and satisfaction
5. Product quality
6. Business continuity
7. Employee well-being
8. Pricing integrity and anti-trust compliance
9. Energy costs and efficiency
10. Corporate Social responsibility (CSI)

Higher Materiality

11. Return on capital employed
12. Employee engagement and development
13. Alternative fuels and raw materials
14. Research and development
15. Circular economy
16. Air quality and dust management
17. Employee diversity and inclusion
18. Cyber threat and data protection
19. Sustainable Procurement
20. Innovation and technology
21. Sustainable Products
22. Water

High Materiality

23. Human Rights
24. Corporate Governance
25. Nature and Biodiversity Management
26. Sustainable Finance Value Creation
27. Community infrastructure programs and housing

Our Material Topics



▶ Environment and energy



▶ Employee well-being and human rights



▶ Community engagement



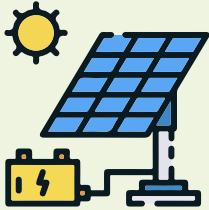
▶ Business ethics and compliance



▶ Production and supply chain



MATERIAL TOPICS



As the population is expected to continue developing, growing, and concentrating in urban areas, our purpose of building a better future calls for developing and offering net-zero carbon emission products and solutions to society through the construction industry.

ENVIRONMENT & ENERGY

With a rich history of providing building Solutions in Africa, climate action has been a priority for Bamburi Cement from the beginning.

The population is expected to continue growing which will result in an increase in urban settlements. Therefore, our purpose of building a better future calls for inventing and innovating net-zero emission products and solutions to society. Recognizing that global climate action targets require stronger efforts, we ensure that sustainability is at the core of everything we do.

The high temperatures needed to burn limestone (together with other minor materials) in the production of cement clinker, requires a substantial amount of energy and thus cause combustion-related (Scope 1)

CO₂ emissions. In the calcination process, the raw material is heated to temperatures as high as 1,450°C which releases process-related CO₂ emissions from the limestone. Climate protection is hence a fundamental aggregate of our environmental policy observed in our global agreements to sustainability.

Bamburi Cement has set itself on course to reduce its carbon footprint. We are committed to the global responsibility of limiting the global rise in temperature to 1.5°C. Our target is therefore to reduce our Scope 1 specific net CO₂ emissions per ton of cement to 467 CO₂ kg per ton of cementitious material by 2030. By the end of 2021, a reduction of almost 25% had already been achieved.

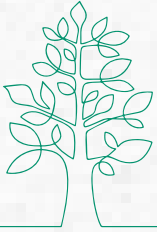
Our ultimate global goal is to deliver net-zero CO₂ concrete by 2050. To ensure we are on

the right track, we have set the most ambitious 2030 targets in our industry. By 2025, we aim to lower our Scope 2 emissions to 153 kgCO₂/MWh by switching to solar energy accounting for up to 40% of our power supply. By 2023, we aim to lower our Scope 3 emissions from transportation by increasing our use of railway transportation to 16%.

Our targets are inclusive of our expansion plans and reflect our additional production capacity.



Our ultimate goal is to deliver net-zero CO₂ concrete by 2050. To ensure we are on the right track, we have set the most ambitious 2030 targets in our industry.



MATERIAL TOPICS

CIRCULAR ECONOMY

Geocycle is the sustainable waste management solution provider arm of Bamburi Cement.

We promote and advocate for a circular economy by primarily focusing on:

Co-processing

Geocycle Kenya contributes to the circular economy in line with the country's sustainability agenda by providing sustainable waste management solutions. The introduction of co-processing – a globally accepted technique of converting waste into energy – has seen Bamburi Cement deepen its commitment to adopting environmentally friendly and sustainable approaches in its operations. Through co-processing Bamburi Cement has become a consumer of non-recyclable waste and by-products from several industries, including power, iron, steel, agriculture, and petroleum reducing the impact of waste on the environment.

Bamburi Cement has over the years partnered with the Petroleum Institute of East Africa to create the Safe Waste Oil Disposal program, to ensure the safe disposal of waste oil.





MATERIAL TOPICS

We have also partnered with fleet and logistics companies to ensure the safe disposal of used tyres which would have otherwise ended up in landfills or burnt in the open causing air pollution.



Additionally, we partnered with millers in Mwea in Embu county and Ahero in Kisumu county to utilize the rice husks from their rice milling which would previously be burnt in the open fields.

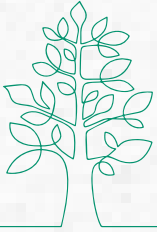


Before (Open air burning)



Now (Packaged for consumption in Bamburi)

We also provide solution for the safe disposal of condemned cargo to government agencies which includes counterfeit products through co-processing them within our operations. This we achieved through our partnership with the Anti-Counterfeit Authority, Kenya Revenue Authority, National Environmental Management Authority and Kenya Bureau of Standard.



MATERIAL TOPICS

25,000
Tons

Number of tons Bamburi Cement co-processes annually

55%

Target of clean electricity consumption by 2030

Waste co-processing at Bamburi is done in compliance with the National Environment Management Authority (NEMA) standards. Over the past ten years, Bamburi Cement has co-processed more than 200,000 tons of waste, ramping up to approximately 25,000 tons of waste annually.

Co-processing not only supports the environment but also provides direct and indirect employment opportunities. At Bamburi, we remain committed to a Zero Waste Future and continued contribution to a circular economy.

At Bamburi, we have the know-how to source, process, store, and recover energy from waste responsibly. Cement kilns are ideal for the sustainable and safe disposal of many types of waste and residues that cannot be recycled but can be used as a substitute for fossil-based fuels. Co-processing waste as an alternative fuel in cement kilns is a more efficient waste management solution for society than landfills or incineration.

Increasing the availability of clean electricity

We advocate for renewable energy policies that enable and promote the energy transition and clean electricity generation. Such policies will be key to achieving our target of 55% clean electricity consumption by 2030.

Bamburi has been a pioneer of carbon footprint reporting and transparency within our sector. We are proud to be actively engaged and we adhere in our reporting to the guidelines and recommendations of the main carbon disclosure platforms.

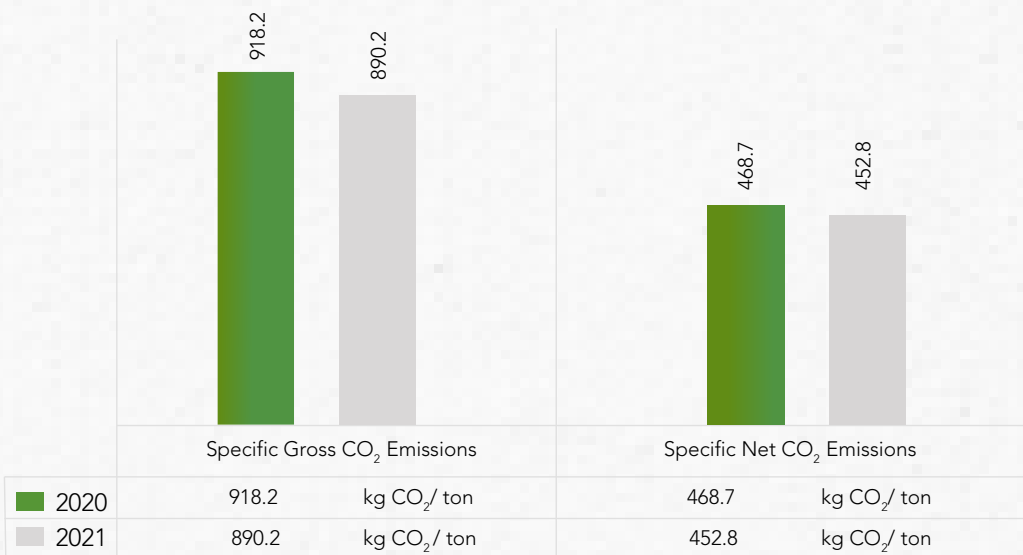




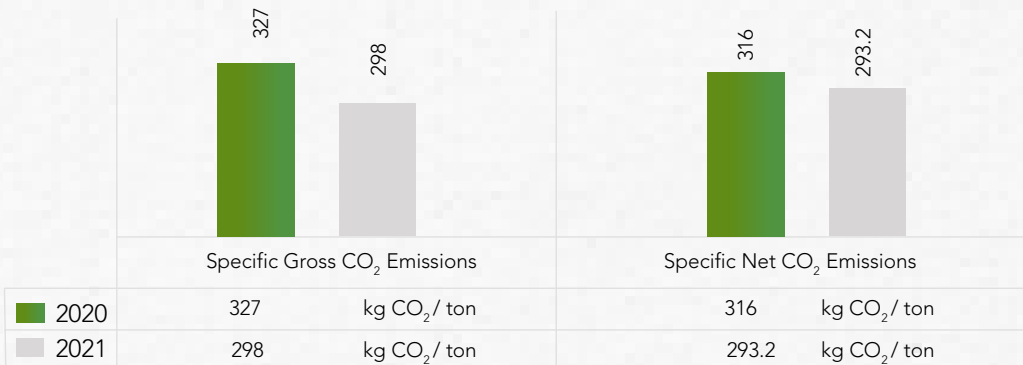
MATERIAL TOPICS

Creating a common understanding of climate-related risks and opportunities across the cement and concrete industry is key in the delivery of the Paris Agreement goals. Disclosures of information on climate-related governance, strategy, risk, and metrics is essential for successful long-term investors.

KENYA CO₂ Emissions



UGANDA CO₂ Emissions





MATERIAL TOPICS

The Company Clinker Factor was 55.3%, a marked improvement from 2020. The Company continues to take full advantage of proven technologies and maximize the operational and quality levers in the cement production processes to reduce the carbon footprint of our operations and deliver a wide portfolio of sustainable products for our customers.

To achieve these targets, we have adopted several levers:

- Accelerating the use of alternative fuels with high biomass content
- Optimizing thermal efficiency in our clinker production
- Optimizing the clinker factor through the production of composite cement, which has similar strength performance as Ordinary Portland Cement (OPC)
- Reducing our Transport Emissions by increased railway transport of products and materials to replace diesel transport.

Monitoring our air emissions

Monitoring our air emissions is core to our production process. In particular, we closely monitor our dust and NO_x. Dust emissions may arise from point sources, such as cement production machinery stacks, or can also appear as fugitive dust emissions from quarrying, open storage of materials, transfer of materials through uncovered conveyors, and

from loading and unloading operations. NO_x is formed during the combustion of fuels. Other emissions, including dioxins, furans, volatile organic compounds and heavy metals, are released in very small and undetectable quantities., and we are committed to ensuring that, where detected, levels are within regulatory emissions limits.

Installation of CEMs and TIS

To assure the quality of our environmental performance, we installed TIS (Technical Information System) and CEMS (Continuous Emissions Monitoring System) to enable us to monitor in real time air emissions including NO_x, SO_x and Dust on our main kiln stacks. The commissioning of TIS and CEMS for environmental reporting ensures that we get automated, reliable environmental information.

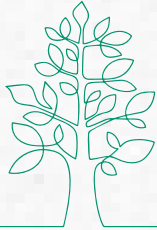
Targeting carbon emissions reductions

We are committed to reducing the impact of our Green House Gas (GHG) emissions, not only for the sustainability of our business, but also for the continued protection of our surrounding environment and communities. Our continuing objective is to ensure our specific major air emissions remain at low levels.



We are committed to reducing the impact of our GHG emissions, not only for the sustainability of our business, but also for the continued protection of our surrounding environment and communities.





MATERIAL TOPICS

100%

of our quarries have rehabilitation and biodiversity management plans



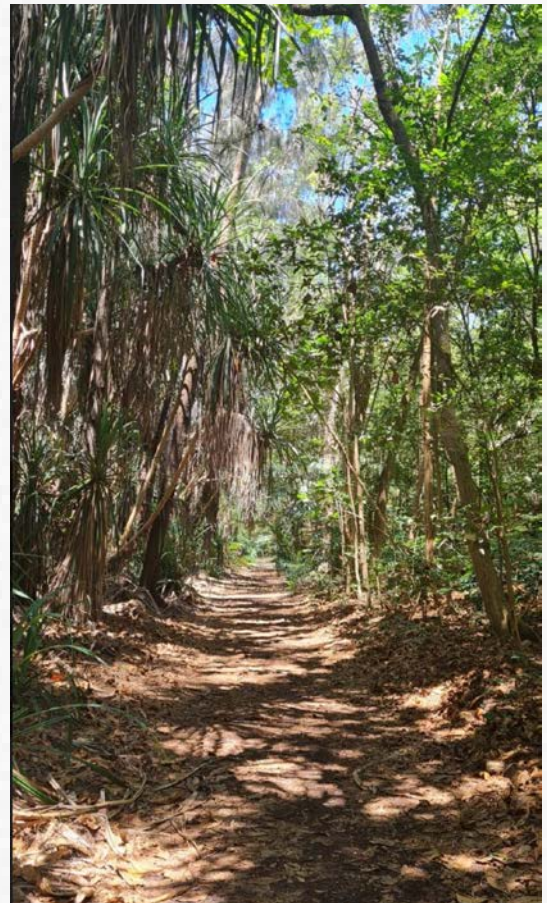
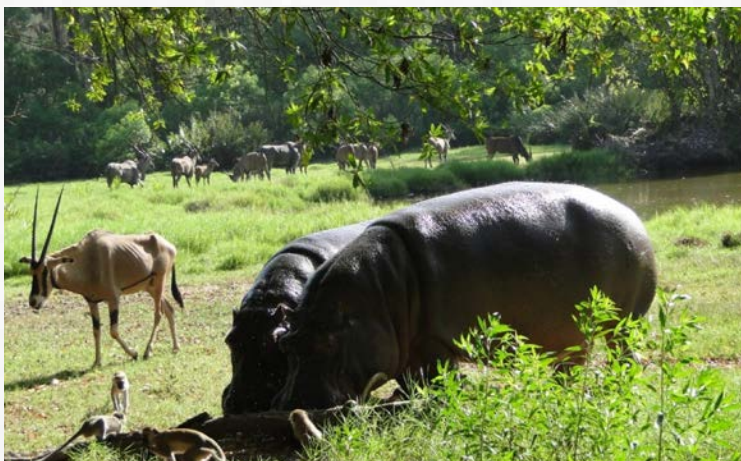
22,700

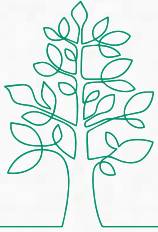
trees planted, covering a total of 9 hectares of limestone quarry.

Nature and Biodiversity

Bamburi Cement continues to demonstrate commitment to Nature through responsible mining and environmental management standards. We are committed to compliance to all applicable local and national regulations for air quality as required by NEMA, as well as meeting our air emissions reduction targets. We are actively taking part in the work of international initiatives and coalitions that drive the agenda of mitigation forward.

In 2021, Bamburi Cement spent over KES 7 million for implementation of rehabilitation and biodiversity actions in its Mombasa and Kilifi quarries to enhance environmental sustainability. We also ensured all of our quarries had Rehabilitation Plans as well as Biodiversity Management Plans in place. This investment enabled landform reconstruction of open pit mines, land preparation and an initial rehabilitation planting of 22,700 trees, covering a total of 9 hectares of limestone quarry.





MATERIAL TOPICS

Rehabilitation

We sustainably managed rehabilitated quarries, reserve lands, forest plantations, and housing estates. In line with our environmental sustainability targets, we maintained active Quarry Rehabilitation Plans for the 5 quarries in Mombasa and Kilifi Counties.

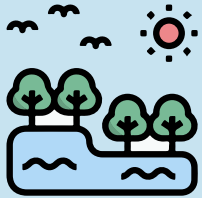
In 2021, Bamburi Cement rehabilitated a total of 9 hectares covering 5 hectares in Vipingo and 4 hectares in South quarry. The rehabilitation works ensured quarry safety and sustainable land use and involved re-configuration of quarry landform including cliff sloping, creation of ponds and wetlands, grasslands, and valuable habitat features followed by an introduction of pioneer plantations for ecosystem development.



Bamburi Cement's Group MD Seddiq Hassani joined Bamburi - Lafarge Ecosystems Managers for a Tree planting exercise in South Quarry in 2021 during quarry rehabilitation.



MATERIAL TOPICS



Number of species recorded in 2021

295

Birds

582

Plants

112

Butterflies

14

Amphibians

36

Reptiles

9

Fish

18

Dragonflies

14

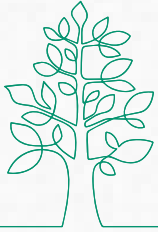
Bat

Biodiversity Conservation

Bamburi Cement’s Mombasa Plant has an active Biodiversity Management Plan implemented across 5 quarry sites (North, Central, South, Vipingo and Nguuni). Biodiversity conservation in the rehabilitated quarry ecosystems remained active throughout the year marked by surveys on key taxa of flora and fauna conducted in the quarry ecosystems. We also sustained control of invasive species of plants in the ecosystems covering 15 hectares of the rehabilitated quarries. This action opened up spaces for wildlife grazing and planting of indigenous trees for the enhancement of environmental integrity and sustainability.

Between 1971 and 2021, over 354 hectares of open pit quarry have been rehabilitated and are undergoing ecosystem development. More than 582 plant species in the ecosystems have been recorded, many of them now flowering and seeding. Biodiversity present in the rehabilitated areas previously mined, is increasing thus making a positive impact to the operational area. By close of 2021, the number of distinct species recorded are as follows: 295 birds, 582 plants, 112 butterflies, 14 amphibians, 36 reptiles, 9 fish, 18 dragonflies and 14 bats. Threatened species have been identified in each taxa for species focused conservation.





MATERIAL TOPICS

In 2021, we rolled out a biodiversity assessment of the 5 quarries using the Biodiversity Indicator and Reporting System (BIRS) methodology, marked by site habitat delineation and mapping using Geographic Information System (GIS) tools and biodiversity surveys across the quarries. Our actions brought together Bamburi Cement's conservation scientists, interns from local universities and expert practitioners and academia. This action has enabled us to review our Biodiversity conservation actions for the 5 quarries for

25

Hectares

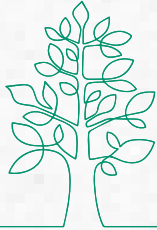
Land in the Vipingo
Quarry under
cultivation

Ecosystems Maintenance

In the same year, 15 hectares of invasive plants were cleared from the Bamburi Cement's quarry ecosystems to give room for the development of coastal indigenous forests of grasslands, mixed forest woodland, wetlands, and rocky outcrops. In the Vipingo quarry, a total of 25 hectares was under active plantation maintenance which includes pruning, thinning, and control of invasive plant species and common weeds to enhance fast growth of the pioneer plantation. Weeds and invasive plants are a big challenge in the restoration of quarry ecosystems as they suppress or kill important species, hindering them from access to resources in the emerging and restored landscapes. Among the notable common and recurrent invasive species dealt with included *Pluchea Dioscoridis*, *Lantana Camara*, *Pongamia Pinnata*, *Calotropis Procera* among others.



The team at South Quarry in Mombasa clearing *Pluchea dioscoridis*, an invasive species, to enhance indigenous trees and fodder plants for wildlife.



MATERIAL TOPICS



1,709.5 kg

Amount of solid waste collected from the heavily polluted Mtopanga Seasonal River.

Clean Up at Bamburi's Mtopanga Seasonal River

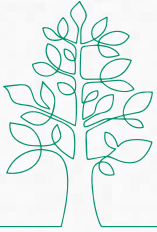
Mtopanga River is a seasonal water drainage system that passes through populated and unplanned settlements of the Bamburi area. It crosses through Bamburi rehabilitated sites of Central quarry and North quarry delivering polluted water and non-biodegradable solids into the ocean.

In 2021, we maintained an active hands-on approach in cleaning the seasonal river, minimizing the ocean waste burden. Bamburi Cement collected a total of 1709.5 kg of solid waste from the heavily polluted Mtopanga Seasonal River. This was only at the designated waste interception point. This exercise contributed significantly in protecting the Indian Ocean marine life from mixed solid wastes that would otherwise have ended up affecting not only the quality of Kenya's attractive beaches but also spreading diseases and destroying natural ecosystems on which the blue economy is anchored.



Lafarge Ecosystems staff clear non degradable solid wastes from Mtopanga Seasonal River.

MATERIAL TOPICS



Conservation Education and Awareness

Across its sites, Bamburi Cement commemorated various important conservation days. Among them in Mombasa were the Endangered Species Day and International Day for Biological Diversity, marked with a series of actions and campaigns including garbage collection to clear illegal dumping along the North Quarry perimeter walls by local illegal settlements.

The team also engaged in other activities including the removal of terrestrial and aquatic plant weeds, planting of useful species to support the emerging ecosystem, clean-up of Mtopanga seasonal river, as well as annual ocean clean-up and housekeeping exercises.

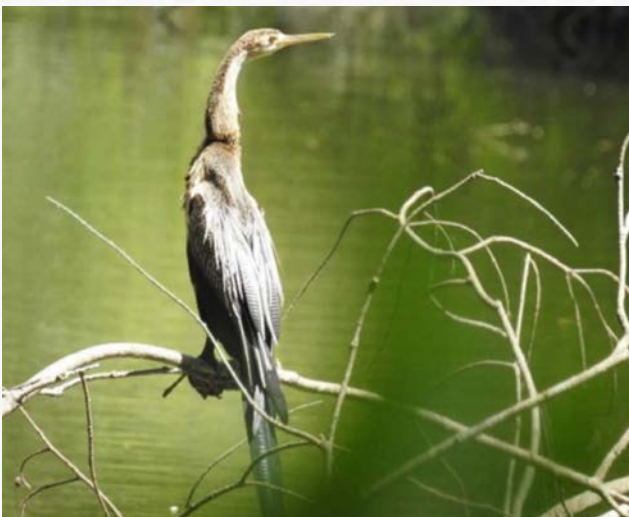
Conservation Education and Awareness celebrations were conducted to recognize the animals around the world

most in need of protection, as well as conservation efforts. We sensitized the community on human-wildlife conflicts by engaging local schools, community and joined hands to support local government agencies in wildlife rescue that included capture and rescue of reptiles from homes and communities. These activities positively impact Bamburi Cement's image as a responsible business partner, particularly on matters of mining and environmental management and nature conservation.

We took part in the international celebration of world migratory birds by participating in the organized Global bird count exercise. We mobilized a team of in-house and local birders and students from the local Universities on a day full of walking and observing birds that occur in the reserve and rehabilitated forests of Bamburi

Haller Park, Bamburi Forest Trails and Nguuni Sanctuary. Bird species occurring in Bamburi's sites including migratory species from other parts of Africa and World were recorded including those listed as Threatened in the International Union for Conservation of Nature (IUCN) Red Data List. In 2021, through our participation, Kenya topped Africa and emerged in 7th position globally having recorded a total of 845 birds with most birds recorded in Rift Valley and Coast which includes Bamburi sites.

We engage in this activity every year to highlight the need to conserve and protect migratory birds and their habitats. Migratory birds are symbols of peace and of an interconnected planet as they connect people, ecosystems and nations. Their epic journey inspires people of all ages, across the globe. Throughout their migration,



African darter found at Bamburi sites



Bateleur, Endangered Bird found in Bamburi sites



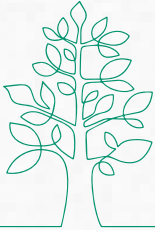
MATERIAL TOPICS

these birds face various threats, from habitat loss to illegal killing, most of them being human-caused such as pollution. Statistics indicate that over 40% of long-distance migrants in the African-Eurasian flyway have shown signs of decline over the last three decades and of these, 10% are classified by Birdlife as Globally Threatened or Near Threatened on the IUCN Red List.

In 2021, Bamburi Cement celebrated World Ocean Day, by conducting a cleanup at Mtopanga Seasonal River and collected over 500kg of non-degradable solid wastes. The wastes would otherwise go through the Bamburi Cement ecosystems and end up in the Indian Ocean ecosystem causing major pollution of marine life and resources.



MATERIAL TOPICS



Water

Access to safe and clean drinking water as an essential to human wellbeing is the basis of SDG 6 (Clean Water and Sanitation). At Bamburi Cement, we have taken the responsibility to lead our industry in protecting local water resources, promoting responsible water use and helping to ensure people have access to clean water. Water is a crucial resource for our production activities, significantly of cement and concrete. We are committed to ensure our water engaging practices are environmentally sustainable as embedded in our water targets.

Our targets which guide our efforts in efficient water management are divided into three pillars which are: Specific freshwater withdrawal reduction, Zero water pollution and Freshwater replenishment.

Under specific freshwater withdrawal reduction by 2030, we aim to reduce our water used for cement to 211 ltrs/ton, for aggregate to 179 ltrs/ton and 186 ltrs/ton for ready mix concrete. We also target to have 100% of sites in high water risk areas to have a water recycling system. By 2026, the zero water pollution targets to ensure 100% water discharged meets Holcim water quality standards and/or country regulations. For freshwater replenishment, we aim to achieve 75% of sites

in high water risk areas to reach water positivity, through freshwater replenishment programs by 2030.

Our efforts and performance in 2021 highlighted below are aligned to our targets and the encompassing goal of promoting responsible water use under our priority SDG 6.

- **Specific freshwater withdrawal reduction**

In 2021, we recorded a total freshwater withdrawal of 103,610 m³. The Cement-Specific Freshwater Withdrawal was 54 Liters/ton while the Ready Mix Specific Freshwater was 669 litres/m³ during the same period.

We continuously aim to reuse and recycle the water we discharge. An increase in innovation, such as closed-loop systems installed in our manufacturing processes and increased usage of water from settlement ponds, led to a narrow water consumption to withdrawal ratio. Our success in 2021 was that 94% of all water withdrawn by Bamburi Cement was utilized.

- **Zero water pollution**

Bamburi Cement adheres to the stringent environmental regulations provided by NEMA in Kenya. 100% of

our sites are water discharge compliant with quality regulations. We ensure that our activities, in particular raw material extraction, do not contaminate the surface water or groundwater. In addition, effluent from our sites meet the legal standards because we use diverse mechanisms including oil interceptors, sedimentation tanks and water treatment plants to treat it.

- **Freshwater replenishment**

Water positivity in Bamburi Cement focuses on high water risk sites. Our main ambition is to compensate for freshwater consumption in our sites located around these areas. This can be by implementation of water stewardship beyond the boundary of our operation to communities and nature. We continued with our water positive actions such as installing water supply mediums to schools in our communities.

We will be

100%

water positive at all high water risk sites by 2025



OUR STAKEHOLDER RELATIONS



Various local community engagements at Mombasa Plant in 2021



OUR STAKEHOLDER RELATIONS



Bamburi Cement donates water tanks during COVID-19 to the Matuga Community



Health and Safety staff engagement at Mombasa Plant



OUR STAKEHOLDER RELATIONS



Bamhuri Cement Staff interacting during OSHA at Nairobi Grinding Plant



Bamhuri Cement Board Chair Dr. John Simba speaks during the launch of our 3D Housing



OUR STAKEHOLDER RELATIONS



Bamburi Cement in partnership with 14 Trees launched the 1st 3D Printed house in Kenya last year



H.E Evelyne Habonimana, Ambassador of the Republic of Burundi to Kenya planting a tree during her visit at the Nairobi Grinding Plant.



OUR STAKEHOLDER RELATIONS



Bamburi Cement Board members and Management team during a visit to Dongo Kundu bypass



OUR STAKEHOLDER RELATIONS



Former DCC, Board Chair and MP in a community meeting in Mwachome



Community members and Leaders Bamburi Cement Board members and Management team pose for a picture after Community meeting at Mwachome



BAMBURI CEMENT INITIATIVES



Bodaboda riders training at Nairobi Grinding Plant





BAMBURI CEMENT INITIATIVES



Bamburi staff alongside members of the Community Liaison Committee at a stakeholder engagement



Bamburi Cement COVID-19 water tank donations



HEALTH AND SAFETY

Bamburi Cement's goal is to ensure zero harm to our employees, contractors, visitors and general members of the public as we undertake our operations. We consider this a moral imperative, and the reason health and safety is our company's foremost value and priority.

Boots on the Ground (BoG) Commitment

We launched an exciting program called Boots on the Ground (BoG). The program encourages managers and supervisors to spend time with workers in their operational areas. They have conversations around health and safety and monitor appropriate implementation of our Health, Safety and Environment (HSE) policies. The program is key in identifying any gaps and their timely closure hence preventing incidents.

At Bamburi Cement we will not be satisfied until we obliterate all injuries in our operations. Our team spent 38,232 hours in the field engaging in health and safety. In the same year of 2021, over 4,800 Visible Personal Commitments (VPCs) were conducted. Leaders engaged teams and individuals on HSE good practices and suggested areas of improvement. Additionally, 14,693 Hazards were identified and closed in 2021. Bamburi Cement exceeded Holcim's Group expectation in regards to implementation of the global BoG program.



Our Path to Becoming an Injury-free Company

Bamburi Cement is a positive safety benchmark for global companies in our industry, registering an employee Lost Time Injury (LTI) Frequency Rate of between 0.5 and 0.6 for the past seven years. These results provide both motivation and clear evidence that our Boots on the Ground commitment is producing positive outcomes and becoming a reality across the vast majority of our sites.

Bamburi Cement achieved 100% closure of the strategic Health and Safety and Environment Plan; Process Safety Management Actions (PSM) and of Health, Safety Management Systems (HSMS) audit actions.

Sadly, 2 lost time injuries occurred, one in Mombasa Plant and the other in Nairobi Grinding Plant.



HEALTH AND SAFETY



Our approach to road safety

Road Transport is one of the activities most linked to accidents and fatality risks in our industry. To mitigate this risk, we rely on a comprehensive In Vehicle Management System approach to road safety based on building one of the most advanced fleets in our industry, developing a strong culture of defensive driving practices for our employees and contractors, and comprehensively promoting a culture of road safety in our communities.

We monitor our drivers' driving behavior on harsh braking, harsh acceleration, speeding, fatigued driving (exceeding driving hours), freewheeling and night driving and correct their driving behavior proactively. This approach has helped us prevent accidents.

We constantly review our transporters' performance and re-engagement process. Our drivers were awarded for sustained good road safety performance, highest performance in road safety, received a 5-star rating and highest improvement on a year-on-year comparison.



Defensive and Efficient Driving

We strive for Bamburi Cement to become a beacon for good road practices in every country where we operate. By repeatedly reinforcing defensive driving skills, our drivers and contractors manage to stay safe when they are on the road crossing thousands of kilometers to deliver our products on time. We also make use of in vehicle management systems, driver coaching, toolbox talks, and video sessions to improve our drivers' knowledge based on rigorous topics specific to our organization, such as logistics and transportation.



HEALTH AND SAFETY

90%

Number of employees vaccinated by end of 2021

4000

Number of vaccinations administered

10

Vaccinations drives conducted by the clinic by the end of 2021

Our mantra throughout has become KEEP OUR GUARD AT ALL TIMES.



Covid-19

In the face of the COVID-19 pandemic, we came together from day one as one Bamburi family to act fast, learn, and adapt to a new situation for us all. Throughout the pandemic, we have kept in constant communication with government authorities and maintained strict requirements as we worked to continue safeguarding our people and safely deliver to our customers the products and services needed to ensure the continuity of essential activities.

We are aware that pandemic fatigue can be a serious issue, and we have addressed it as part of our training, awareness campaigns, and protocols to continue supporting our people. As we still must coexist with the virus, our mantra throughout has become KEEP OUR GUARD AT ALL TIMES.

We have continued to implement measures to protect workers and visitors against any Covid-19 transmissions at our sites - ranging from temperature checks, hand washing and sanitizing, mask wearing, to social distancing, among others; and ensuring workers and visitors adhered to the protocols. As part of communication and sensitization,



HEALTH AND SAFETY

BAMBURI COVID-19 HEROES

webinars were held regularly to demystify any aspects of the pandemic and offer necessary information to staff; including on vaccination. Statistics indicate that about 90% of our employees were vaccinated by the end of 2021.

We also continue to raise awareness with the families of our employees and encourage our communities to keep safe. In 2021, the company organized a number of vaccination drives, targeting workers and the community across our sites, which saw over 4,000 vaccinations administered.

In other exciting news, our Bamburi Mombasa Plant Clinic was in December, 2020, accredited to be a Covid-19 Vaccination site, and by the end of the year 2021, the clinic team had conducted 10 vaccination drives. We continue to vaccinate at the clinic and reach out to the community.

Best Practice Recognized

The Holcim Group Awards provide us with the opportunity to recognize those operations and employees that make a considerable contribution to Bamburi Cement's strategic priorities, including business

units and countries that have built and reinforced their health and safety culture to achieve the best and most improved health and safety performance.

Nairobi Grinding Plant was on multiple occasions recognized by the Holcim Group for providing Health, Safety and Environment (HSE) solutions to Work at Height elimination at the tarpaulin tying structure and fugitive dust elimination for bulker loading process. The two solutions were adopted by several countries within the Group.





EMPLOYEE WELL-BEING

Our People, Culture and Systems

Our People are at the heart of everything we do, ensuring we have enabled and equipped our teams to work in a safe, respectful and diverse environment is key to supporting the achievement of our sustainable business objectives.

Our commitment is to have a diverse team that delivers within a performance culture in all areas of the operations. Our Diversity agenda has ensured we continually challenge and benchmark on different aspects of our business with local and international practices.

The overall gender split is at 78:22 and we are working to increase the split through different development and exposure actions in our industrial and support areas to increase the split.

We made progress in pursuing our People agenda, including key areas like our Diversity, Equity and Inclusion (DEI), Talent and Development and Employee Wellbeing as highlighted below:-

Balance for Better Master Classes

The Balance for Better Master Classes was launched in 2021 to accelerate the development of women within Bamburi Cement.

These 12 week accelerator classes had already graduated 20 women in Bamburi by the end of 2021.

- **Concrete Sisters program**

This mentorship program was launched in 2021 to prepare, promote and mentor women in both professional and personal lives. At the same time, the Concrete Sisters partnered with the National Industrial Training Authority (NITA) Mombasa branch to conduct career talks with students undertaking technical programs. The objective of this ongoing partnership is to create awareness and encourage young women on the prospects of Science, Technology, Engineering and Mathematics (STEM) careers.

- **Prevention of Sexual Harassment Bullying Campaign**

As part of our Code of Business Conduct and to ensure we continue to live our values, the month of April, was dedicated to raising awareness of sexual harassment and bullying in the workplace, through a series of virtual and communication events and campaigns. We continue to drive the message of respect for all at all times.

- **Disability Inclusion**

Bamburi Cement partnered with the Association for

Physically Disabled of Kenya (APDK) in 2021 to complete a comprehensive company-wide accessibility assessment audit. The objective was to assess and establish whether the working environment is safe and accessible for people with different types of disabilities and recommend concrete steps and actions to improve the working conditions for people with disabilities aligned to the government and business objectives. We also formed a Business Steering Committee who will work with APDK to implement the findings with continuous monitoring and evaluation.

- **Affinity Groups- Bamburi Youth Group**

In 2021, we launched the Bamburi Youth Group to raise awareness of various youth issues around the business and prepare them to take up leadership roles. In partnership with UN Global Compact, we enrolled five youth employees to participate in a 10-month accelerator program that activates future business leaders and change-makers to develop and drive innovative solutions through new technologies, initiatives, and business models and deliver on their company's sustainability objectives.

EMPLOYEE WELL-BEING



- **Talent and Development**

While 2021 was plagued with uncertainties due to the Covid-19 pandemic, we remained focused on continuing to inspire our teams, strengthen talent and enable development. In line with the new normal, **80% of our training was virtual**. An e-learning program 'Skill Up and Thrive' engaged staff to learn new skills and build their competencies through online learning.

By the end of 2021, we achieved about **40,000 learning hours** and participated in the Holcim Academy for technical courses,

The Health and Safety teams actively engaged staff and conducted physical training for statutory requirements,

while observing Covid-19 protocols. Health webinars and various awareness courses were actively conducted every **two weeks** and staff were enriched with knowledge around health.

In recognition of the role of managers in driving mental health within their teams, we completed a 6-week program; Psychological First Aid Training (a Mental Health Training Program).

- **Industrial technology excellence**

Industrial technology excellence is at the core of our operations. In 2021, Industrial Certification programs such as Process Performance Engineers Development Program (PPEDP), Preventive Maintenance Engineers

Development Program (PMEDP), Central Control Room Operations (CCRO) and Planners were executed. **90% of the participants** demonstrated their performance and attained the set **80% of operating targets** and promoted Industrial Excellence.

- **Revive**

In 2021, REVIVE - Production Coaches' Development Program, was executed with an objective to refresh knowledge of previously certified production trainers as well as enroll new coaches for the business.

- **Be Ready**

BE READY is an induction program targeting graduate engineers with no significant experience in cement manufacturing.



EMPLOYEE WELL-BEING

Five graduates were trained in 2021. For the entire year, the graduates were introduced to different technologies and process types in the production of cement and plant operations.

Five employees successfully completed the Holcim certification programs and are now certified as Process Engineers, Preventive Maintenance Engineers and Central Control room operators.

- **Taking care of our employees**

Employee wellbeing is non-negotiable in Bamburi Cement. In 2021, we rolled out an innovative safe space for employee wellbeing called The Living Room. The Living Room is a safe space for mental and emotional wellbeing conversations that are led by a psychologist. This program has seen conversations and series such as effective relationships, conflict management, adverse childhood events, personality traits, communication styles amongst other topics.

- **Launch of Hilda – Virtual HR Assistant**

2021 kicked off with the launch of Hilda in January at Hima Cement. The 24/7 virtual assistant answers any questions on HR policies and procedures. It raises tickets and tracks employee inquiries to the HR Team for quick resolutions.

We have registered 70% increased interaction within teams across the organization, 80% of our staff were active on Hilda and the HR team has been able to save 713 productive hours.

- **The Wild Goals Challenge**

To encourage healthier lifestyle behaviors, in 2021, we launched the Wild Goals Challenge. By the end of 2021, the fun packed wellness challenge saw staff in Mombasa “walk” to Nairobi and the Nairobi based teams “walk” to Mombasa. During the challenge a total of over 23 thousand kilometers translating to 24 million steps were covered.



40,000
EMPLOYEE LEARNING HOURS

EMPLOYEE WELL-BEING





SOCIAL INVESTMENTS AND HUMAN RIGHTS

HUMAN RIGHTS

We are determined to meet our responsibility to respect all human rights and to promote and advocate for them with our business partners. Although fundamental human rights do not change, society and its context do. Therefore, at Bamburi Cement, we are vigilant at addressing this new context effectively to align our strategy and operations with universal principles of human rights. We understand that these principles constitute a global standard of expected corporate conduct and are applicable in all of our operations.

We have committed to spending time on human rights at all our sites, identifying and addressing issues amongst stakeholders additionally we reinforce awareness and commitment to human rights through internal campaigns. Quarterly reporting mechanisms are in place locally

and at group level allowing for regular structured monitoring of progress.

In 2021 we conducted one Human Rights Self-Assessment to validate the impact of our operations' impact on our stakeholders, conducted refresher human rights training with key employees, and during our Compliance week campaign, refreshed our employees on our Code of Business Conduct which includes Human Rights

COMMUNITY ENGAGEMENT

In a bid to ensure retention of goodwill and social license to operate we proactively engage local community and all our operational sites to identify and address key areas of concern including issues related to Human rights.

By respecting and addressing human rights risks we reinforce our social license to operate by

empowering our people and communities, avoid harming people, by living up to society's expectations and by creating positive social impact linked to our business.

A key strategy in community engagement is active support of the vulnerable, needy and marginalized members of our communities, through Social Initiatives in our areas of operation.

We believe in building progress for people and the planet, advancing society, and uplifting communities. In a bid to bring sustainability ambitions to life, in 2021, Bamburi invested KES 10, 475,120 million in Social Initiatives and programs that uphold the tenets of responsible Corporate Citizenship. These programs have impacted the lives of 21, 859 people in Kenya.



**10,475,120
Million**
Social Initiatives and programs that uphold the tenets of responsible Corporate Citizenship.



SOCIAL INVESTMENTS AND HUMAN RIGHTS

Infrastructure Projects

We spent KES 2.6 million to improve infrastructural facilities in schools and provide pupils with a conducive learning environment. In partnership with Brookhouse School, we donated cement to the students' community service program at Mithanga Primary School in Machakos County. The cement was used to renovate 12 units and construct a urinal block at the school.



We also donated concrete paving blocks to renovate a 1500 sqm area dilapidated parking area within the Nairobi Hospice. The institution plans to commercialize the car park and generate alternative revenue



In Uganda, Hima Cement constructed two boreholes for the Saaka community in Kichwamba Sub County in Kabarole District. The two boreholes are now a source of supply for clean water in the area, impacting over 500 households. The community was previously sourcing water from a nearby lake which exposed them to bilharzia.



SOCIAL INVESTMENTS AND HUMAN RIGHTS

Education and upskilling members of our communities.

- **Scholarships program**

In April 2021 we launched an annual Scholarship program to support and encourage bright needy students and their families from Kajiado and Kwale Counties to further their secondary school. The program seeks to improve the livelihoods of the communities by raising literacy levels within these communities. The awards were made for the 2021 – 2022 academic year. The scholarships cover the pupils' full tuition, educational costs as well as school uniforms, and back-to-school shopping for a four-year period in secondary school.

In Kajiado County, the flagship beneficiaries were top performing students from the Ngurunga community that neighbours our pozzolana quarry, while in Kwale County the beneficiaries were from Mwachome and Matuga neighboring communities to the proposed site for the clinker capacity expansion project.

- **Youth empowerment through employment**

As part of community support at Matuga, the project team of the proposed clinker plant embarked on

an empowerment campaign through provision of employment opportunities to local capable youth.

Bamburi Cement hired casual laborers directly and encouraged third-party contractors to source labor from within the community. Contractors have employed casual laborers from the community, providing employment opportunities to the community's youth.

- **Livelihoods Development through Agribusiness and Microcredit structures**

The Hima plant has been sourcing pozzolana from Harugongo Sub County in Kabarole district for over 20 years. Since 2017, we entered into a partnership with SOS Children's Villages, as the implementing partner, for a project to improve livelihoods through agribusiness, micro-credit structures and vocational training.

In 2021, we renewed this partnership for a further two years. Each year, the project enrolls 60 households onto the agribusiness program where we supply farming inputs like seeds and tools, and offer training on improved farming practices. Over 240 households have started or supplemented their agribusiness to make

a living and improve their nutrition.

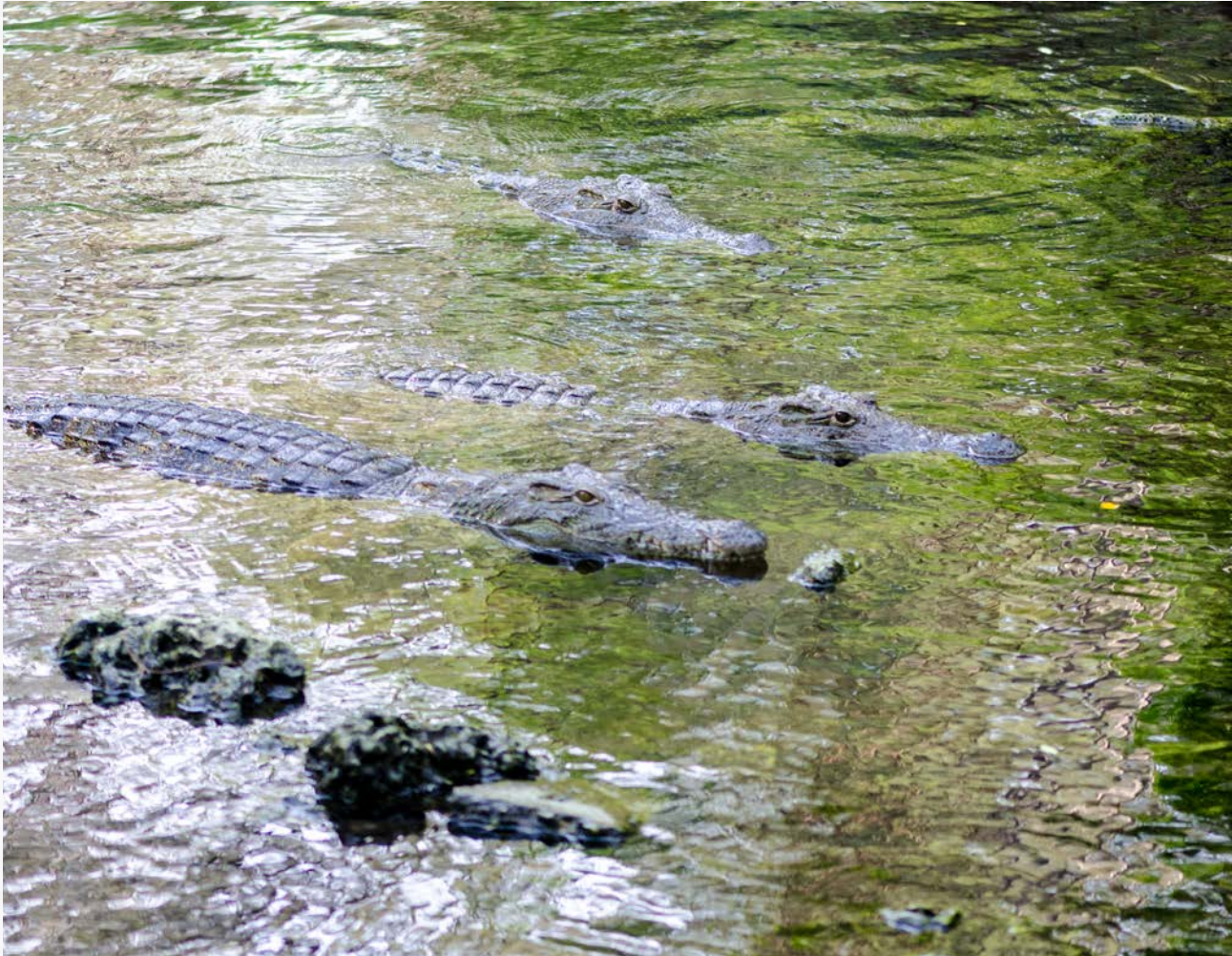
We have also supported the creation of 300 micro credit structures where members pool their resources and provide small loans for various enterprises to their members. Each group is made up of 20 members.

The third component is vocational training for the youth where 10 youths are enrolled for training in hairdressing, welding and tailoring each year, giving them a chance at earning a decent living on their own terms.

In Kajiado County, the flagship beneficiaries were top performing students from the Ngurunga community that neighbors our pozzolana quarry, while in Kwale County the beneficiaries were from Mwachome and Matuga neighboring communities to the proposed site for the clinker capacity expansion project.



SOCIAL INVESTMENTS AND HUMAN RIGHTS



Biodiversity in our quarries





SOCIAL INVESTMENTS AND HUMAN RIGHTS

Health

1. Mother and Child Health Program

FACT CHECK



Globally, Kenya ranks among the ten countries that bear the greatest burden of maternal deaths.



Key contributors to this include limited access to health care, lack of information, and outdated cultural practices (Ministry of Health, 2017).



In the Coastal region, the maternal mortality rate stands at 637 deaths per 100,000 live births (Ministry of Health, 2017).



HIV/Aids also poses significant socio-economic challenges to the community.

We offer an annual tailored Mother and Child health program through our Staff Clinic in Mombasa. The program seeks to address the inequalities that affect health outcomes, especially sexual and reproductive health and rights as well as stop preventable deaths among these vulnerable groups.

The program focuses mainly on pregnant mothers, infants, and children below the age of 5 years, by ensuring that each stage is a positive experience and ensuring that women and their babies achieve optimal health. It also reinforces Bamburi Cement's contribution to sustainable development goals, specifically Goal No.3, Good Health and Well-being.



SOCIAL INVESTMENTS AND HUMAN RIGHTS



Services offered include Health education, key laboratory tests, correct staging of the pregnancy, unborn child monitoring, treatment to protect both the mother and the unborn child from contracting malaria, HIV counseling, testing, referral linkages for high-risk pregnancies, and information about birth spacing.

The following services are provided in the Mother and Child Program:

Prenatal and Antenatal Program Services offered here include Health education about safe motherhood, nutritional counseling, key laboratory tests, correct staging of the pregnancy, unborn child monitoring, treatment to protect both the mother and the unborn child from contracting malaria,

HIV counseling and testing, referral linkages for high-risk pregnancies, and information about birth spacing. Teen mothers receive counseling services and are then connected to a support group.

Children Under Five

Children from the age 0 to 5 years receive vaccinations, growth monitoring to ensure they are growing optimally, vitamin and iron supplementation, deworming, and treatment for diseases such as malaria, pneumonia, and diarrhea. During the year 2021, the staff clinic attended to 3,948 children, up from the prior year when it attended to 2,841 child patients. It attended to 517 mothers in the Antenatal and family planning services and recorded 451 visits for HIV services.

3,948 children were attended to at the staff clinic during the year 2021.

517 mothers were given antenatal & family planning services the same year.

3,948

Number of children the staff clinic attended to during the year 2021

2. Covid-19 Vaccination Drive

The world's largest-ever vaccination drive in 2021 was in

full gear with Covid-19 vaccines being administered worldwide. Vaccines are considered the most critical tools in saving lives. Bamburi Cement partnered with the Machakos and Mombasa County Governments to host vaccination drives in the various sites. Additionally, the staff clinic in Mombasa became a Covid-19 vaccination center. Nine vaccination drives were conducted and 4,568 vaccines were administered in the last quarter of 2021.

3. Covid-19 Response

During the second Covid-19 wave in Uganda, we supported our host communities in Tororo and Kasese with hygiene supplies including hand washing stations, liquid soap and disinfectants, spray pumps for disinfecting health facilities and public facilities, medical supplies including gloves and medical masks.

The company ambulance is also available to support the Hima Community with evacuations of medical emergencies since the local health center is not equipped with an ambulance.

4. Celebrated the World Disability Day

World Disability Day (International Day for Persons with Disabilities) proclaimed by the United Nations general assembly's resolution 47 in 1992. This is a platform for awareness creation, appreciating the



SOCIAL INVESTMENTS AND HUMAN RIGHTS

achievements, and mobilizing support to advance the rights and dignity of people with disabilities. In 2021, Bamburi Cement celebrated the day with the local community in Matuga, Kwale County at the Kwale Barraza Park we provided tents and chairs for the occasion.

Bamburi Cement, through its environmental subsidiary - Lafarge Eco Systems engages different stakeholders and customers through ecosystem restoration, education, and awareness drives. We actively engaged numerous Technical Environmental Management forums to emphasize commitment to environmental sustainability. In 2021, we presented in the first Plastic Wastes Management Workshop convened by Mombasa County

Government (Energy, Waste Management and Environment). At the forum, we showcased our ongoing efforts on waste management at Mtopanga River and utilization of alternative fuels at our Mombasa plant. These initiatives were highly appreciated by various stakeholders at the forum including the County of Mombasa, National Environment Management Authority of Kenya (NEMA), World Wide for Nature (WWF) and Kenya Marine & Fisheries Research Institute (KMFRI).

Lafarge Ecosystems also participated in Experts meeting for review of NEMAs First National Marine Litter National Action Plan (FNMLAP) in a workshop held in Mombasa under the Integrated Coastal

Zone Management Committee. Bamburi Cement is actively represented in the National Integrated coastal zone management (ICZM) Steering Committee by Lafarge Ecosystems and participates actively in the search for sustainable solutions to challenges facing the coastal environment.

Water & Sanitation program in Mkokoni Primary School

The Mkokoni Primary School is a government owned public educational institute in Kiunga, Kenya. Bamburi Cement made a commitment to construct water and sanitation facilities in the school. This project has since benefited over 168 pupils access water and sanitation facilities with ease.





SOCIAL INVESTMENTS AND HUMAN RIGHTS

Holcim Awards for Sustainable Construction

Two Ugandan projects were recognized at the Holcim Awards for Sustainable Construction. The international competition showcases the important role that architecture, engineering, urban planning, and the building industry have in achieving a more sustainable future. The competition has two categories: the Main category for established professionals, and the Next Generation category for young professionals and students.

Next Generation Category Awards

Priscilla Namwanje won first prize of USD 25,000 for a multi-scale design project for a neighborhood in Kampala to foster social interaction and economic vitality. The goal of the project was to bridge the social and economic gaps of the community through the creation of a system defined by a network of punctual and transversal interventions, allowing for people in the different parts

of the neighborhood to connect. This system consists of "points", which refer to social and public areas strategically and equally distributed across the neighborhood, connected by "links" including improved pedestrian and transport infrastructure.

MEA Main Category Awards

Joseph Kigozi and Ronald Kibuuka of Prome Consultants won USD 20,000 for their project which proposes a multi-modal transport scheme for Kampala that blends road engineering and landscape design to improve current transport infrastructure and overall livability of the city.

Beyond enhancing urban mobility, this project enables more fluid motorized traffic flows to sensibly improve environmental sustainability by minimizing the concentration of vehicles. In addition to reducing CO₂ emissions and noise levels, the newly organized traffic configuration also positively impacts the commercial and

urban center to deliver a more appealing character for tourists.

Community Partnerships

A key element of our Local Community Engagement Strategy is collaborating with the communities where we operate to co-create and implement locally tailored community activities. As of December 2021, Bamburi Cement engaged 17 stakeholders in community activities. These activities are conceived locally through a participative process based on regular dialogues via multi-disciplinary Local Engagement Committees, which play a key role in the design, implementation, and evaluation of our social impact efforts.

By proactively engaging our stakeholders, these open dialogues allow us to build trust, understand local needs, address concerns, provide expert opinions, provide follow-up and take on shared value investment opportunities.





BUSINESS ETHICS AND COMPLIANCE



Our Code of Business Conduct emphasizes Bamburi Cement's zero tolerance stance on bribery and corruption.

Bamburi Cement is committed to Integrity, ethical business conduct and social responsibility as well as corporate governance to ensure responsibility, transparency, and accountability, with our Code of Business Conduct and its Core Values.

In addition, we have put in place a whistleblowing process in accordance with international best practices and have introduced corporate governance tools and best practices that meet international standards to create value for stakeholders sustainably.

Pricing Integrity and Fair Competition Compliance

Our Anti-Corruption Policy emphasizes Bamburi Cement's zero tolerance stance on bribery and corruption. We sell our products and services based on quality, reliability, and many other things, but never bribes. We believe in free markets and fair competition because this ensures that our customers obtain the best products and services on the most favorable terms.

To achieve pricing integrity and

antitrust compliance, our Code of Business Conduct dictates that our employees do not directly or indirectly:

- Enter into agreements, understandings or coordinate activities with actual or potential competitors to:
 - » Fix prices, premiums, or any specific elements thereof;
 - » Limit or restrict the kind or quantity of products or services supplied;
 - » Allocate markets geographically or according to trading partners, customer segments, or product lines;
 - » Engage in any communication with competitors about bids;
 - » Set the terms or outcome of a bidding process;
 - » Boycott suppliers or customers as a means to prevent the supplier or customer from dealing with a competitor.
- Abuse a dominant position in a particular market.
- Enter into agreements or arrangements with entities

operating at different levels of the production or distribution chain, such as suppliers, distributors or retailers, which lessen or eliminate free and fair competition.

- Exchange competitively sensitive information.
- Engage in any other behavior that would otherwise limit competition in breach of applicable laws and regulations.

There are many forms of conduct that may be subject to antitrust laws. As Bamburi Cement, we have committed to abide by these laws as well as Holcim's internal policies. We also work together with group from our local compliance officer and Group competition law experts, to ensure that we comply with the regulatory authorities as well.

Conflict of Interest and Related Party Transactions

Bamburi Cement has a policy on Conflicts of Interest, which reaffirms our position that all members of the company (including our MD, Executive Committee and Board of



BUSINESS ETHICS AND COMPLIANCE

Directors) shall always act in the company's best interests, and directly prohibits the Bamburi Cement team from entering into transactions and/or negotiations where a conflict of interest may exist. A transaction review is carried out to ensure compliance with applicable related party transaction regulations, disclosure requirements and market practices.

Anti-Corruption

Bamburi Cement's zero tolerance stance on bribery and corruption. The CoBc covers a myriad of topics including conflicts of interest, donations, gifts and hospitalities, government interaction, and red flags when dealing with third parties. Regarding government interaction, our policy prescribes best practices, specific rules and tools for the management of relationships with both government entities and officials.

All our suppliers are required to comply with all applicable anti-corruption laws and regulations and to this effect, have a zero tolerance policy towards any form of bribery, corruption, extortion and embezzlement. In particular, suppliers and their extended supply chain, should not pay bribes or make any other inducement (including kickbacks, facilitation payments, excessive gifts and hospitality, grants or donations) in relation to their business dealings

with customers, suppliers, public officials and any other stakeholder. Suppliers are expected to perform all business dealings transparently and reflect these dealings accurately on their business books and records.

Corporate governance

Corporate governance refers to the systems, processes and principles used to direct and manage a company. The ultimate goal of effective Corporate Governance is long-term value creation and strengthening of a company's reputation. This includes continuous improvement to decision-making processes and management systems through legal, organizational, and ethical directives.

The Board of Bamburi Cement is steadfast in its belief that good corporate governance is critical for the long term success of the Bamburi Cement Group and to ensure sustainable returns for various stakeholders including customers, shareholders, creditors, suppliers, employees and the communities where the Company operates.

Just as we address environmental issues like climate change and social issues like diversity, corporate oversight through evolving corporate governance practices is also one of our priorities. The rules,

roles, and processes used by our company and its board of directors are strategically important. The company has and plans to continue to align its board composition, director compensation, corporate disclosure, and more, with international best practices.

Sustainable financial value creation

We are committed to achieving superior performance reflected in strong and sustained economic growth, with a high degree of integrity, adopting high ethical standards and best practices in corporate governance that go beyond simple adherence to laws and regulations.

The Board of Bamburi Cement is steadfast in its belief that good corporate governance is critical for the long term success.

BUSINESS ETHICS AND COMPLIANCE

- Sustainable financial value creation

We are committed to achieving superior performance reflected in strong and sustained economic growth, with a high degree of integrity, adopting high ethical standards and best practices in corporate governance that go beyond simple adherence to laws and regulations.

Our Value Added Statements in 2021 Mkes

CUSTOMERS



41,603

BANKS & LESSORS



85

PAYMENTS TO GOVERNMENT



3,762
Mkes

SHAREHOLDERS (DIVIDEND)



1,301

SUPPLIERS



32,453

OUR EMPLOYEES



2,992

COMMUNITIES



43

CAPITAL EXPENDITURE



1,688

RETAINED FOR SUSTAINABLE GROWTH



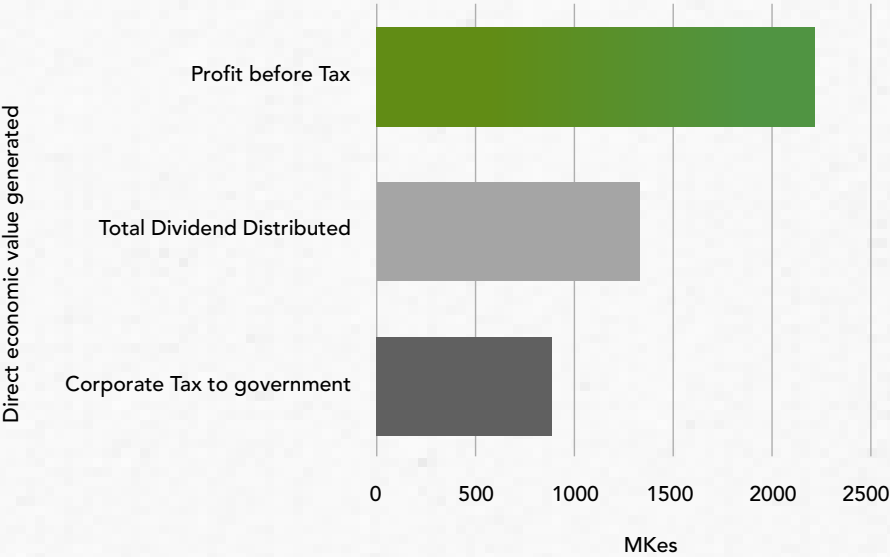
6,689



BUSINESS ETHICS AND COMPLIANCE

- Direct economic value generated in 2021**

Our profit accrued to 2,172 MKes before tax, a total of 1,301 dividends were distributed and a corporate tax of 792 MKes paid to the governments:





BUSINESS ETHICS AND COMPLIANCE

Infrastructure services supported in 2021

Some of the major projects we provided services for include; green cement for the construction of the Nairobi Express Way, Mombasa Berth expansion and the Dongo Kundu Bypass in Mombasa as shown in the images below.



Nairobi Express Way



Mombasa Berth expansion



Dongo Kundu Bypass in Mombasa

BUSINESS ETHICS AND COMPLIANCE

Significant indirect economic impacts in 2021

EMPLOYMENT



By the end of 2021, we had a total of 641 employees. Through our business operations, we therefore provided employment to fellow citizens enabling livelihoods

TAXES



Taxes paid to government in Corporation tax and withholding tax

FOREIGN EXCHANGE



Foreign Exchange earned through export sales

ROAD SAFETY



Reduction on road accidents mortality through safety initiatives

HEALTH & SAFETY



Commendable occupational health via safety and health initiatives at the work stations

SKILLS



Skills acquisition through implementation of world class projects like bag filters with foreign firms (Redcam EGYPT)

Business continuity

To ensure Bamburi's long term success, we consistently seek to create sustainable value for our shareholders, customers, employees and the communities we serve. We continue to incorporate sustainability into all aspects of our business model, including operational efficiency and strategic direction. This positions us for sustainable market growth by creating maintainable, long-term value for both our shareholders and our wider stakeholders.



PRODUCTION & SUPPLY CHAIN



Our close proximity to the market enables us to provide our customers with extensive advice and develop our products in close consultation



By truly understanding our customers and their needs, we are able to optimize not only our products but also our services.

Delivering a Superior Customer Experience

As Bamburi Cement, we aim to provide construction solutions & services that meet and exceed our customers. These solutions are centered on affordability, sustainability, convenience, customer insights. We provide our customers with extensive advice and develop our products in close consultation with them.

The responsible departments and employees are directly incorporated into the organization of the respective national subsidiaries and develop products that are optimally adapted to local needs. This development work is often carried out in close cooperation with our customers. However, our work does not end with the product, but also includes providing the customers with expert advice on product usage. In order to continually deliver more value to our customers and offer them the high-quality solutions they expect, we need to look beyond mere product innovation. By truly

understanding our customers and their needs, we are able to optimize solutions. We believe that this creates greater customer value, which brings major benefits, such as differentiation, loyalty, advocacy, and sustainable growth. We also ensure that we hire highly qualified experts who have a great attitude & ensure they are fully equipped with the knowledge to handle our customers.

Listening to our customers and translating their voice into actionable improvements is helping us deliver a superior customer experience across all our Markets. Furthermore, enhanced analytics enable us to better understand our customers and develop insights to design more targeted, data-based value propositions.

We are building a better future for our customers by placing them at the center of every action we take and every decision we make, underscoring our determination to be the most customer-centric company

in the building materials industry. By listening to our customers' concerns, we are focusing our efforts on being Responsive, Reliable, Relevant and convenient through innovating around their needs to surpass their expectations in every interaction.

Our customer centricity model encompasses the elements to personalize our value propositions and capture the value we deliver. We offer a broad range of construction solutions - Maskani, Retail Credit that enable home builders and project developers thrive.

We are building a better future for our customers by placing them at the center of every action we take and every decision we make, underscoring our determination to be the most customer-centric company in the building materials industry.



PRODUCTION & SUPPLY CHAIN

Our Customer Excellence Vision

To be the undisputed leader and the preferred partner by offering Unmatched Exceptional Customer Experience & build lasting Relationship

Customer Excellence commitments

Listen to our customers, understand them, resolve complaints, Service with Excellence & be Reliable & Relevant, enhance convenience through technology and channels of information sharing

To serve our customers in a better way, we leverage on our key capabilities including being a digitally driven company, having a robust voice of the customer strategy and an empowered salesforce, and having an integrated service delivery model.

Communicating with our customers

To keep a vibrant customer service, we have adopted

several channels to ensure flow of communication including: a 24/7 Contact Center, Interactive app, Sms, email Whatsapp & social media

Celebrating Customer Experience Week

To celebrate the Customer Service week in 2021, we engaged our staff & customers via webinars & had guest speakers from organizations we perceive to be customer centric. We celebrated and appreciated our customers via Special e-cards, Messages and had luncheon, we appreciated the frontline team that are ensuring our customers have the best experience and serve with excellence. We also have online drive and Staff participation in committing to serve with Excellence by being part of the dream team.





PRODUCTION & SUPPLY CHAIN

Sustainable products

At Bamburi Cement, we have the experience, entrepreneurial spirit, creativity, and connections to lead the way in providing innovative sustainable products hence meeting the needs of our customers. We are collaborating with the larger Holcim Group and across the industry and the wider scientific community to develop technologies that provide lower-carbon products and structures.

In doing so, we see an opportunity to tackle some of the most pressing issues in sustainability, and in turn, help deliver on our focus Sustainable Development Goals. Key outcomes include greater resource and energy efficiency, as well as lower emissions, progressing the journey to decarbonization for Bamburi Cement and our customers.

We take an end-to-end approach to sustainable construction, which includes considering how our products are used in the built environment. Working with our customers, we have applied innovative digital construction technologies and carbon management processes to reduce the embodied and operational carbon footprint of individual structural components incorporated into the built environment.

Innovation and technology

Construction is evolving to deliver a more resilient built environment, while contributing to the circular economy. At Bamburi Cement, we are committed to developing low-carbon solutions for a smarter, more sustainable urban landscape. Through continuous innovation, we are providing the infrastructure needed to enhance modern living and respond to our customers' sustainability demands.

Worldwide, stakeholders in the built environment are seeing the potential in circular and net zero construction. At Bamburi Cement, we are taking the lead in transforming the nature of sustainable construction. From energy efficient buildings to green infrastructure, we are constantly innovating to provide the most progressive products and sustainable solutions to our customers. We have adopted innovation in our business operations to ensure sustainability and business continuity.



3D printer and completed house done in partnership with 14Trees. 3Dprinting constructions reduces CO2 emissions by up to 80% in comparison to other conventional construction.



PRODUCTION & SUPPLY CHAIN



By collaborating with the larger Holcim Group and across the industry and the wider scientific community, we see an opportunity to tackle some of the most pressing issues in sustainability, and in turn, help deliver on our focus Sustainable Development Goals.

Digitizing our products

In 2021, we were able to launch a web-based app for our customers (now fully developed to an app - CLICKIT) to access our products. Through the app the customer can:

- Access all Bamburi Cement's brands & information on use and be able to see a picture of the same
- See pricing of the cement through contracts created
- Access the account balance, Statement of account invoices and be able to download the same
- Place an order and track it from the point the truck gets inspected, weighed, loaded and exit and till delivery for delivered orders
- The app allows a customer to interact with us via 'contact us' section
- We were able to keep the customers updated with all information via in app messaging
- The promotion tab allowed the customers to see all promotions

Product Quality

Bamburi Cement is committed to research and development of product and service innovation and solutions to enhance quality of life of people in the society, keeping in mind the environmental responsibility, while creating new business opportunities amidst intensely competitive market. All our products are manufactured to the highest national and regional technical standards and specifications and are independently certified. We consider health and safety aspects from the product concept stage right through to product use. Where necessary, our products are accompanied by

Materials Safety Data Sheets containing information on use, storage and application.

Green Cements

We have maintained momentum on product innovation anchored on development customized application based cement brands that address different construction needs across the value chain. In this regard, Bamburi Cement is the taking the lead in development of Green cements that allow end users (builders, contractors, architects, engineers and individual home builders) to build while reducing carbon footprint impact. Through our heritage in mastery of cement manufacture we have a growing portfolio of low carbon impact cement brands such as Bamburi Duracem, Bamburi Fundi, Bamburi Tembo and Bamburi Nguvu.





PRODUCTION & SUPPLY CHAIN

We took advantage of the annual Architectural Association of Kenya (AAK) convention and the Institution of Engineers of Kenya (IEK) conference which took place in September and November respectively, to engage over 2300 architects and engineers on the significance of sustainable construction.

The use of alternative fuels like industrial waste, biomass, used tyres, and waste oil also guarantees the reduction of carbon emissions. Engagements such as these play a key role in pushing forward the Net Zero agenda, as well as partnering with developers and projects keen on 'green construction'; giving the company an edge over its competitors.

Another flagship and innovative green building solution from the Bamburi Cement stable is the

Houses of Tomorrow project which was selected based on design and use of materials that leverage low carbon, and especially the application of low carbon cement – minimizing carbon footprint in the overall construction.

Innovations for Sustainable Building Solutions

At Hima Cement, we are always looking for ways to provide our customers with great value through our innovative sustainable building solutions. In 2021, we launched two green products.

In February 2021, Hima Cement launched a new product on the market - Fundi Masonry Cement, which is specially formulated to deliver superior performance for masonry applications such as plastering, brick laying and mortar works. It has high water

retention to prevent cracks, and a smoother beautiful finish. It is also produced with a reduced carbon footprint, 54% less CO₂ than ordinary Portland cement.

The East Africa region's growing mining market comes along with specialized needs and in 2021, Hima Cement presented a new formulation, Minecem Ultra, for mine back-filling that comes along with long term durability, cost effectiveness and sustainability.

The uniqueness of this product is associated with a number of attributes;

- Performance optimized for long term strength, stability and durability
- 10% Clinker content
- Green cement – With only 95 Kg of CO₂ per ton of cement





PRODUCTION & SUPPLY CHAIN

55

of our suppliers were classified as high ESG/H&S impact suppliers.

56

of our suppliers had gaps identified based on ESG/H&S qualification

Hima Cement was declared

100%

In-Vehicle Monitoring Systems (IVMS) compliant

Sustainable procurement

We are committed to ensuring sustainability in our supply chains by making purchasing decisions that are beneficial to both the organization and society as a whole.

We strive to work with suppliers and contractors who sustainably manage their environmental impacts, health and safety risks, and working conditions.

Sustainable procurement is embedded through the following pillars:

1. Suppliers/Contractors Relationship Management
2. Due diligence in the supply chain
3. Environment and Carbon-dioxide Emissions
4. Diversity and inclusion in our supply base

1. Suppliers / Contractors Relationship Management

We integrate sustainability into our procurement strategy and our relationships with our Suppliers. The Procurement function leads the supplier qualification process. Key internal users do not use disqualified suppliers or suppliers that have not been approved through the due diligence/qualification process.

2. Due diligence in the supply chain

We conduct due diligence in our supply chain to identify, prevent and address breaches to our Supplier Code of Conduct.

We have implemented the "Suppliers Sustainability Management Standard" which provides the foundations to conduct the due diligence process according to the OECD Guidelines for multinational enterprises.

Responsible business conduct in our supply chain

Our due diligence process enables us to make a judgement on our transactions as well as ensure integrity in the entire supply chain. Our due diligence process undergoes six steps including:

- **Governance and sourcing decisions:** Sustainability compliance and performance is integrated in the sourcing decisions, the supplier selection and the "purchase-to-pay" process, through our Procurement Policy, our Minimum Internal Control Standards and formal contractual terms and conditions.
- **Identify impact (Supplier prioritization):** We identify potential ESG/H&S impact in our supply chain, by applying a risk-based screening methodology on our supplier base.
- **Verify compliance (Supplier qualification):** We verify compliance, following a 3-steps verification approach, which is based on risk level. These three steps include self-assessment questionnaire, fact-Finding, and audits.



PRODUCTION & SUPPLY CHAIN

- **Prevent, Mitigate, Cease:** We work with our suppliers to “identify breaches” to the requirements specified in our Supplier Code of Conduct and to “implement improvement action plans”, supporting supplier development, when appropriate. We terminate business relationships with non-compliant suppliers that refuse to implement improvement plans.
- **Monitor performance:** We monitor ESG/H&S performance from our suppliers through our ongoing performance evaluation process, which involves conducting regular meetings and post-job evaluations with suppliers.
- **Communicate:** We report the progress of procurement actions in our yearly integrated report.

We had 55 suppliers classified as high ESG/H&S impact suppliers.

56 of our suppliers had gaps identified based on ESG/H&S qualification criteria and are currently in the process of implementing remediation plans to close the gaps identified.

Hima Cement 100% IVMS Compliant

Ambition Zero on the road has been supported by driver monitoring through the In-Vehicle Monitoring System.

Hima Cement was declared 100% In-Vehicle Monitoring Systems (IVMS) compliant, because reporting of all safety and operations requirements had been integrated into the Transport Analytics Center (TAC) dashboard, making it possible to get real time automated information in regards to driver and asset performance. This translates into valuable input for individual drivers’ training, truck turnaround time, and distribution cost in the long run.

3. Environment and Carbon-dioxide Emissions in the Supply Chain

We identify environmental impact from the products and services we purchase and engage with suppliers to manage those impacts.

Suppliers identified as having a high environmental impact (with respect to, but not limited to: CO₂, energy, water, waste, chemicals, air pollution and biodiversity) take actions and demonstrate proof of continuous improvement toward having a recognized Environmental Management System.

Progress Indicator

We have reduced our carbon emissions in transporting our raw materials and bagged cement by using alternative transport modes:

- Transportation of bulk material from Mombasa to

and Athi River with each train loading material that would otherwise be loaded onto 42 trucks

- Transport bagged cement from Nairobi Grinding Plant (Athi River) plant with each train loading cement that would otherwise be loaded by 17 trucks

4. Diversity and Inclusion in our supply base

The supplier diversity and inclusion dimension we are prioritizing is part of our responsible sourcing agenda which is aligned to the overall priority areas within our sustainability pillars.

Bamburi Cement is a signatory to the Women Empowerment Principles, a joint initiative of UN Women and the UNGC which provides guidance for promoting gender equality in the workplace and the community through a set of seven Principles. Furthermore, we have also partnered with International Finance Corporation (IFC) on its Sourcing 2 Equal program which is meant to increase procurement opportunities for women.

We have made great strides in ensuring diversity and inclusion in our supplier base through the various programs being run with the various partners.



PRODUCTION & SUPPLY CHAIN

Our commitment to women truck drivers at Bamburi Cement

In December 2020, the company signed the Women's Empowerment Principles (WEP) as part of the commitment to promoting gender equality and inclusion in our workplace and the community. The gender gap is far from closed, however we are determined to increase the proportion of women to men in every aspect of our operations. We continue to find more opportunities and partnerships to further entrench and influence equity among our customers, suppliers and communities across markets that we serve.

Women on Wheels

Women on Wheels is a female-centered training and recruitment program that seeks to encourage women to pursue truck driving as a career. The program, which was first launched in Kenya by Bamburi Cement, Isuzu East Africa, Kenya Transporters Association, Defensive Driving Academy and Pioneer Road Safety brings together key players in the transport sector who are keen on eliminating the entrenched male culture. In addition, Women on Wheels seeks to improve the working conditions of both genders by ensuring safer workplaces.

Since the inception of the program, a total of 23 women have benefited from the program. They have undergone rigorous technical truck operation and defensive driving training that equips them with skills on how to operate heavy trucks. Besides, the training includes simulator exercises that expose them to different truck driving techniques, road safety and soft skills training and coaching. The 23 women truck drivers who successfully completed the program in 2021 & 2022, have been attached to different transporters working for Bamburi Cement.

Going forward, the program targets to recruit and train 100 women every year.

According to a 2020 survey by Flone Initiative, Kenyan women currently make up only 10% of the public transport workforce; 85% of them work as matatu operators in the Nairobi Metropolitan area.

Another 2020 study by World Bank and the Ministry of Transport and Infrastructure shows that barriers such as dominant culture of masculinity and gender stereotypes, discrimination, unequal treatment at work, sexual harassment, exposure to violence while on the road and lack of work-life balance,

and 'the care trap' create a working environment that fails to attract and retain women in the transport professions.

Through the Women on Wheels program, we hope to provide job placement for women with Bamburi Cement and its logistics partners. This program fits well within our Diversity, Equity and Inclusion agenda as a company.

Women on Wheels at Hima Cement, Uganda

To address the business risk due to shortage of truck drivers and to drive the diversity agenda, Hima Cement rolled out its own fleet of trucks and decided to employ 50% women drivers on that fleet. To attract female drivers, the company implemented a partnership with a professional hiring contractor to identify and recruit through;

- Offering free driving lessons and training for women.
- Supporting women in acquiring and upgrading their driving permits.
- Incentivizing all raw materials suppliers to hire female drivers.

We also partnered with our transport suppliers to encourage them to hire and develop female drivers.

In 2021, Hima Cement had 8 women within their fleet.



PRODUCTION & SUPPLY CHAIN

Progress Indicator:

Category	PERCENTAGE SPEND*	
	Year 2020	Year 2021
Women-Owned Businesses	7.90%	10.81%
Youth-Owned Businesses	2.30%	7.90%
Persons With Disabilities owned Businesses	0.06%	0.67%

* Measured against local controllable spend



23

number of women who have benefited from Women on Wheels program.



Women on Wheels seeks to improve the working conditions of both genders by ensuring safer workplaces.

Kenyan women currently make up only

10%

of the public transport workforce;

85%

of them work as matatu operators in the Nairobi Metropolitan area.



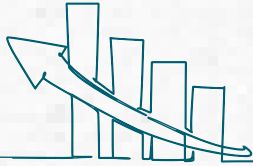


PRODUCTION & SUPPLY CHAIN

Return on Capital Employed

Our return on capital employed is based on several capital inputs including financial, human, intellectual, social and relationship, physical assets, as well as the natural resources employed. Our business model puts in place several measures to ensure value creation. Below is a table highlighting our employed capital inputs, the value creation and outcomes

CAPITAL	CAPITAL INPUT	VALUE CREATION	OUTCOME
 Financial	<ul style="list-style-type: none"> Retained earnings Borrowings Purchases-Suppliers and business partners Shareholding as input to yield the Market Capitalization 	 Quality Assurance Operational efficiency	<ul style="list-style-type: none"> Profits Dividends Retained earnings Paying taxes Payment- suppliers & business partners, Fair Trade Market Capitalization
 Human	<ul style="list-style-type: none"> Employees experience, expertise, and skills Employee development & growth 	Sound Corporate governance Ethical business conduct Sustainable extraction Research & Innovation	<ul style="list-style-type: none"> Remuneration Staff training & Development Employee welfare Employability Experience Inclusion & Diversity
 Manufactured	<ul style="list-style-type: none"> Plants Facilities Equipment Channels 	Brand leadership High caliber leadership/ employer of choice Strong client orientation	<ul style="list-style-type: none"> Products & services Channels & Supply chain
 Intellectual	<ul style="list-style-type: none"> Technology Systems Operating procedures and processes Brand Research and Development Product composition 	Having efficient channels World class manufacturing practices	<ul style="list-style-type: none"> High quality products Respected Brands New products & services Improved operations Technology & technical capacity
 Social Relationship	<ul style="list-style-type: none"> Social license Community relations Stakeholder engagement Trust Social partnership 	 Our VISION, MISSION & CORE VALUES are also oriented towards creating value to all the capital employed	<ul style="list-style-type: none"> Social investment Social license Affordable housing Best practice advocacy Learning opportunities Trust Social reputation Gender Equality
 Natural Resources input	<ul style="list-style-type: none"> Raw materials Energy Water 		<ul style="list-style-type: none"> CO₂ Emissions monitoring and management in line with international standards Waste & effluent management Regeneration Coexistence Recycling



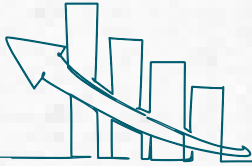
PERFORMANCE DATA

PERFORMANCE DATA 2020 - 2021					
CO2 and Energy		KENYA		UGANDA	
	Unit	2020	2021	2020	2021
Scope 1: Material and Fuel					
Specific Gross CO ₂ Emissions	kgCO ₂ /ton	918.2	890.2	327	298
Specific Net CO ₂ Emissions	kgCO ₂ /ton	468.7	452.8	316	293.2
Overall Clinker Factor of Cement Production	%	43.7	55.3	56	54
Recycled Waste in Cement	tons	120,180	117,439	157,754	150,893
Total Substitution Rate (TSR)	%	7.3	7.5	58	58
Emissions from Raw Materials	kgCO ₂ /ton	280	286	248	240
Emissions from Traditional Fuel	kgCO ₂ /ton	177	173	68.3	57.6
Emissions from Alternative Fuel	kgCO ₂ /ton	11.9	11.8	10.8	0.6
Emissions from Biomass	kgCO ₂ /ton	1.8	1.4	103.1	92.3
Traditional Fuel (TF)					
Coal	tons	135,232	140,996	1,163	16,499
Petrol Coke	tons	11	100	13,991	4,801
Heavy Fuel Oil	tons	627	942	1,424	796
Alternative Fuel (AF)					
Waste Oil	tons	30	233	-	30
Tyres	tons	3,642	4,414	-	-
Refuse-derived Fuel (RDF) including Plastics	tons	-	36	-	-
Carbon Black	tons	3,240	3,480	4,069	3,049
Semi-burnt Coal	tons	3,277	2,944	-	-



PERFORMANCE DATA

PERFORMANCE DATA 2020 - 2021					
CO2 and Energy	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
AF- Biomass	tons	2,054	2,829	62,118	63,676
Scope 2: Electricity					
CO ₂ Emissions	tons ('000)	25	26	11	12.5
Specific CO ₂ Emissions	kgCO ₂ /ton	25	23	Not measured	13
Electricity Consumed (Up to and Incl. Cement Production)	MWh	144,988	170,097	100,002	107,908
Electricity Consumed from Grid	MWh	164,185	169,933	100,002	107,908
Renewables in Electricity Consumed from Grid	%	40.3	67.5	Not measured	Not measured
CO ₂ Emission Factor of Electricity Consumed from Grid	kgCO ₂ /MWh	257	257	142	142
Scope 3: Transportation					
Materials Transported by Road	%	90	82	100	100
Specific CO ₂ Emissions	kgCO ₂ /ton transported	39	35.4	37.1	37.2
Materials Transported by Rail	%	0	2	0	0
GROSS CO ₂ : Absolute CO ₂ Emissions	tons ('000)	136	131	40	44



PERFORMANCE DATA

Nature (Biodiversity & Water)	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
Active Quarries	# Sites	3	3	5	5
Quarries assessed using BIRS methodology	# Sites	5	5	0	0
Quarries with Rehabilitation Plans in place	# Sites	5	5	4	5
Total Rehabilitated area	Ha	325	334	64	70
Number of Trees planted	Seedlings	12,700	22,700	8,000	400
Cement-Specific Freshwater withdrawal	Litre per ton	Not Measured	54	Not Measured	255
Ready-Mix specific freshwater	Litre per metre cubic	Not Measured	669	N/A	N/A
Total Freshwater withdrawal	Metre cubic	Not Measured	103,610	39,000	243,000
Water Consumption : Water Withdrawal Ratio	%	Not Measured	94	Not Measured	Not Measured



PERFORMANCE DATA

Health and Safety	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
Total Injury Frequency Rate (TIFR)*	#	1	1.74	0.62	0
Lost Time Injury Frequency Rate (LTIFR)*	#	0.36	0.69	0	0
Road Compliance	%	98	96	91	95.4
Safety Observation Reports	#	16,729	16,422	1,111	4,636
Closure Rates for High Risk Actions	%	100	100	71	91
Risk Assessment Audits	#	4,428	2,898	Not Measured	Not Measured
Visible Personal Commitment Reports	#	1,567	4,431	764	6,279
Boots on the Ground (Time in Field)	Hours	N/A	56,257	N/A	4,493

*The denominator is per 1 million hours.



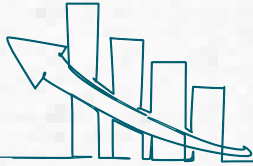
PERFORMANCE DATA

Employees and Diversity	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
Full-time Employees	%	100	100	100	100
Part-time Employees	%	0	0	0	0
Permanent Employees	%	100	100	100	100
Fixed-term Contract Employees	%	0.8	0.5	Not Measured	Not Measured
Employees under the Age of 30	%	5	7.4	11.5	10
Employees between 30 and 50	%	75.3	72.5	78	79.3
Employees over 50	%	19.8	20.1	10.5	10.7
Women at Senior Management Level	%	0.8	0.8	1.8	1.8
Women at all Management Levels	%	9.4	8.7	17.2	15.1
Women at non-Management Levels	%	9.6	12.2	0	0
Women in Total in the Workforce	%	20	22	19	16.9



PERFORMANCE DATA

Human Rights and Social Initiatives	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
Human Rights Assessments at Country & Site level	Days	0	105	1	2
Total Contribution to positive Social impacts	KES	14,156,600	10,475,120	17,831,904	16,536,077
Beneficiaries of Social impacts	#	47,228	21,859	16,028	5,857
Stakeholder Complaints					
Total Vibration Complaints	#	1	0	1	2
Total Stack Dust Complaints	#	2	1	0	0
Total Fugitive Dust Complaints	#	1	0	2	2



PERFORMANCE DATA

Sustainable Procurement	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
% Spend on Women-Owned Businesses	%	7.9	10.81	Not measured	Not measured
% Spend on Youth-Owned Businesses	%	2.26	7.88	Not measured	Not measured
% Spend on Persons with Disability Owned Businesses	%	0.06	0.67	Not measured	Not measured
Number of Active Suppliers	#	713	704	974	872
High ESG Impact Suppliers	#	20	55	45	65
Spend Covered by High ESG Impact Suppliers	#	53	80	48	81
Number of Suppliers to be Qualified by 2022	#	141	387	436	568
Number of Qualified Suppliers	#	37	106	70	81
Gap to Target	#	104	281	366	486
Additional Suppliers to Qualify Yearly to Reach 2022 Target	#	52	281	183	486
Suppliers with Breaches	#	20	56	38	0
Suppliers with Breaches Addressed with Remediation Plan	#	20	56	38	0
Suppliers with Remediation Plan that Improved ESG Performance	#	10	6	10	0
Suppliers Blocked or Contract Canceled	#	0	0	0	0



PERFORMANCE DATA

Sustainable Procurement	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
% Of Spend Covered by High ESG Impact Suppliers Qualified	%	53	65	75	56

Ethics and Governance Compliance	Unit	KENYA		UGANDA	
		2020	2021	2020	2021
Number of Employees Trained on COBC	%	84.6	95.1	92	95
Hours of Training on COBC per Employee	Hours	1.45	1.45	7.5	7.5
Number of COBC Investigations	#	Not Measured	7	15	21

GRI CONTENT INDEX

GRI CONTENT INDEX	
Statement of use	Bamburi Cement has reported in accordance with the GRI Standards for the period between 1st January 2021 and 31st December 2021
GRI 1 Used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
GRI General Disclosures				
GRI 2: General Disclosures	2-1 Organizational details	About Bamburi Cement	Pg 12	
	2-2 Entities included in the organization's sustainability reporting	Our Subsidiaries	Pg 12	
	2-3 Reporting period, frequency and contact point	About this report	Pg 4	
	2-4 Restatements of information			Not applicable
	2-5 External assurance			This report has not been assured
	2-6 Activities, value chain and other business relationships	About Bamburi Cement	Pg 12	
	2-7 Employees	Bamburi Annual Integrated Report	Pg 19	
	2-8 Workers who are not employees	Bamburi Annual Integrated Report	Pg 79	
	2-9 Governance structure and composition	Our Governance	Pg 47	
	2-10 Nomination and selection of the highest governance body	Our Governance	Pg 47	
	2-11 Chair of the highest governance body	Our Governance	Pg 47	
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Governance	Pg 47	
	2-13 Delegation of responsibility for managing impacts	Our Governance	Pg 47	
	2-14 Role of the highest governance body in sustainability reporting	Our Governance	Pg 47	
	2-15 Conflicts of interest	Our Governance	Pg 47	
	2-16 Communication of critical concerns	Code of Business Conduct (Integrity Line) & Speak Up Directive	Pg 56	

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
	2-17 Collective knowledge of the highest governance body	Our Board	Pg 51	
	2-18 Evaluation of the performance of the highest governance body	2021 Integrated report	Pg 104	
	2-19 Remuneration policies	2021 Integrated Report	Pg 115-119	
	2-20 Process to determine remuneration	2021 Integrated Report	Pg 115-119	
	2-21 Annual total compensation ratio	2021 Integrated Report	Pg 115-119	
	2-22 Statement on sustainable development strategy	Our Sustainability Pillars	Pg 8	
	2-23 Policy commitments	Our Policies	Pg 54	
	2-24 Embedding policy commitments	Our Policies		
	2-25 Processes to remediate negative impacts	Our sustainability pillars	Pg 6	
	2-26 Mechanisms for seeking advice and raising concerns	Code of Business Conduct (Integrity Line) & Speak Up Directive	Pg 56	
	2-27 Compliance with laws and regulations	Business ethics and compliance	Pg 104-109	
	2-28 Membership associations	Stakeholder Groups	Pg 37	
	2-29 Approach to stakeholder engagement	Communication mechanisms with our stakeholders	Pg 42	
	2-30 Collective bargaining agreements	2021 Integrated report	Pg 167	
Material Topics				
GRI 3: Material Topics	3-1 Process to determine material topics	Our materiality assessment process	Pg 62	
	3-2 List of material topics	Our material topics	Pg 64	
Economic Performance				
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	Direct economic value generated in 2021	Pg 107	
	201-2 Financial implications and other risks and opportunities due to climate change	Business Risk Management	Pg 58	

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GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
	201-3 Defined benefit plan obligations and other retirement plans	2021 integrated report		
	201-4 Financial assistance received from government			Bamburi does not receive support from the government
Market Presence				
GRI 202: Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	2021 integrated report	Pg 178-200	
	202-2 Proportion of senior management hired from the local community	2021 integrated report	Pg 74	
Indirect Economic Impacts				
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	Infrastructure services supported in 2021	Pg 108	
	203-2 Significant indirect economic impacts	Significant indirect economic impacts in 2021	Pg 109	
Procurement Practices				
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Community partnerships	Pg 103	
Anti-Corruption				
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	Our Governance	Pg 45	
	205-2 Communication and training about anti-corruption policies and procedures	2021 Integrated report		
	205-3 Confirmed incidents of corruption and actions taken			No confirmed instances
Anti-Competitive Behavior				
GRI 206: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business ethics and compliance	Pg 104	
Tax				
GRI 207: Tax	207-1 Approach to tax	2021 Integrated report	Pg 18-19	
	207-2 Tax governance, control, and risk management	2021 Integrated report	Pg 69	
	2021 Integrated report	Pg 69		
	207-3 Stakeholder engagement and management of concerns related to tax	Stakeholder engagement	Pg 38	

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GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
	207-4 Country-by-country reporting	2021 Integrated report	Pg 36-52	
Materials				
GRI 301: Materials	301-1 Materials used by weight or volume			Not tracked in 2021
	301-2 Recycled input materials used	Circular Economy	Pg 27	
	301-3 Reclaimed products and their packaging materials			Not tracked in 2021
Energy				
GRI 302: Energy	302-1 Energy consumption within the organization	Material topic Environment & Energy	Pg 65	
	302-2 Energy consumption outside of the organization	Material topic Environment & Energy	Pg 65	
	302-3 Energy intensity	Material topic Environment & Energy	Pg 65	
	302-4 Reduction of energy consumption	Material topic Environment & Energy	Pg 65	
	302-5 Reductions in energy requirements of products and services	Material topic Environment & Energy	Pg 65	
Water and effluents				
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	Material topic Environment & Energy	Pg 65	
	303-2 Management of water discharge-related impacts	Material topic Environment & Energy	Pg 65	
	303-3 Water withdrawal	Material topic Environment & Energy	Pg 65	
	303-4 Water discharge	Material topic Environment & Energy	Pg 65	
	303-5 Water consumption	Material topic Environment & Energy	Pg 65	
Biodiversity				
GRI 304: Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Material topic Environment & Energy	Pg 65	
	304-2 Significant impacts of activities, products and services on biodiversity	Material topic Environment & Energy	Pg 65	
	304-3 Habitats protected or restored	Material topic Environment & Energy	Pg 65	

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GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Material topic Environment & Energy	Pg 65v	
Emissions				
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	Material topic Environment & Energy	Pg 65	
	305-2 Energy indirect (Scope 2) GHG emissions	Material topic Environment & Energy	Pg 65	
	305-3 Other indirect (Scope 3) GHG emissions	Material topic Environment & Energy	Pg 65	
	305-4 GHG emissions intensity	Material topic Environment & Energy	Pg 65	
	305-5 Reduction of GHG emissions	Material topic Environment & Energy	Pg 65	
	305-6 Emissions of ozone-depleting substances (ODS)			Bamburi is not tracking this indicator currently
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			Bamburi is not tracking this indicator currently
Waste				
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	Material topic Environment & Energy	Pg 65	
	306-2 Management of significant waste-related impacts	Material topic Environment & Energy	Pg 65	
	306-3 Waste generated	Material topic Environment & Energy	Pg 65	
	306-4 Waste diverted from disposal	Material topic Environment & Energy	Pg 65	
	306-5 Waste directed to disposal	Material topic Environment & Energy	Pg 65	
Supplier environmental assessment				
GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement	Pg 31	
	308-2 Negative environmental impacts in the supply chain and actions taken	Environment and Carbon-dioxide Emissions in the Supply Chain	Pg 68-71	
Employment				
GRI 401: Employment	401-1 New employee hires and employee turnover	2021 integrated report	Pg 107	

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GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2021 integrated report	Pg 202-205	
	401-3 Parental leave	Social investments and human rights	Pg 98-103	
Labor/management relations				
GRI 402: Labor/Management Relations	402-1 Minimum notice periods regarding operational changes	2021 Integrated report	Pg 111	
Occupational health and safety				
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system		Pg 98-103	
	403-2 Hazard identification, risk assessment, and incident investigation	Risk management process	Pg 98-103	
	403-3 Occupational health services	Social investments and human rights	Pg 98-103	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social investments and human rights	Pg 98-103	
	403-5 Worker training on occupational health and safety	Social investments and human rights	Pg 98-103	
	403-6 Promotion of worker health	Social investments and human rights	Pg 98-103	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social investments and human rights	PPg 98-103	
	403-8 Workers covered by an occupational health and safety management system	Social investments and human rights	Pg 98-103	
	403-9 Work-related injuries	Highlights of 2021	Pg 32-34	
	403-10 Work-related ill health	Social investments and human rights	Pg 98-103	
Training and education				
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Employee well-being and health & safety	Pg 88-95	
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent and Development	Pg 92	

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GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent and Development	Pg 92	
Diversity and equal opportunity				
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	The board	Pg 51	
	405-2 Ratio of basic salary and remuneration of women to men	Nomination, Remuneration & Human Resources Committee (N,R&HRC)	Pg 54	
Non-discrimination				
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	Our Governance	Pg 47	
Freedom of association and collective bargaining				
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our Governance	Pg 47	
Child labor				
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	Business Risk Management	Pg 58	
Forced or compulsory labor				
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Business Risk Management	Pg 58	
Security practices				
GRI 410: Security Practices	410-1 Security personnel trained in human rights policies or procedures	Human Rights	Pg 96	
Rights of indigenous peoples				
GRI 411: Rights of Indigenous Peoples	411-1 Incidents of violations involving rights of indigenous peoples			No confirmed instances
Local communities				
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	Community partnerships	Pg 103	
	413-2 Operations with significant actual and potential negative impacts on local communities	Community partnerships	Pg 103	

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GRI STANDARD	DISCLOSURE	LOCATION	PAGE	REASON FOR OMISSION
Supplier social assessment				
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	Material Topic Production and Supply Chain	Pg 110-119	
	414-2 Negative social impacts in the supply chain and actions taken	Material Topic Production and Supply Chain	Pg 110-119	
Public policy				
GRI 415: Public Policy	415-1 Political contributions			Not applicable as Bamburi Cement does not make any political contributions
Customer health and safety				
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	Material Topic Production and Supply Chain	Pg 110-119	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Material Topic Production and Supply Chain	Pg 110-119	
Marketing and labelling				
GRI 417: Marketing and Labelling	417-1 Requirements for product and service information and labelling	Material Topic Production and Supply Chain	Pg 110-119	
	417-2 Incidents of non-compliance concerning product and service information and labelling	Material Topic Production and Supply Chain	Pg 110-119	
	417-3 Incidents of non-compliance concerning marketing communications	Material Topic Production and Supply Chain	Pg 110-119	
Customer privacy				
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Material Topic Production and Supply Chain	Pg 110-119	

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