

# PARTNER FOR PROGRESS

2020 SUSTAINABILITY REPORT

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# INTRODUCTION - LEADERSHIP AND VALUE CREATION



Construction of Abuja-Kaduna-Zaria-Kano Road, using sustainable Cold Recycling Methodology

# 1.1 EXECUTIVE SUMMARY

While sustainability and innovation are integral components of our business principles and operational culture, this 2020 sustainability report is the first stand-alone account on our activities in this regard for Julius Berger Nigeria Plc (Julius Berger). It showcases the company's leadership oversight, performance, and commitment to sustainability in practice and purpose.

Throughout Julius Berger's corporate existence, we have worked towards the enhancement of socio-economic development in Nigeria. We are proud to be a reliable partner to the nation's advancement, committed to building the foundations for progress by executing major industrial and civil infrastructure, constructing production facilities, investing in Nigerian content development and pioneering new technologies. Together with our group of subsidiaries, Julius Berger has continued to deliver unmatched quality and innovation for lasting solutions to our private and public sector clients across Nigeria, while ensuring that sustainability is achieved.

As a forward-looking construction company, innovation is core to our business, and we thrive on fulfilling the targets of the United Nation's Sustainable Development Goals (SDGs) 9: Industry, Innovation and Infrastructure. Our primary focus in this 'Decade of Action', we have the requisite technical know-how to deliver innovative solutions such as cold recycling methodology for road reconstruction,

Building Information Modeling (BIM) for efficient project implementation, and domestically produced products such as EVONIGGLASS, an insulated glass production line. In addition, Julius Berger has the capabilities to design and build certified high-performance green buildings in line with international standards, such as those by the Green Building Certification Institute in compliance with the Leadership in Energy and Environmental Design (LEED) requirements amongst others. Overall, we have geared our sustainability efforts towards supporting economic viability, environmental responsibility, and social inclusion.

Throughout time we have remained accountable to our stakeholders, and in this spirit, we have prepared this inaugural sustainability report to communicate how we have created shared value and remained a committed partner for progress in 2020. In developing the report, we engaged with our internal and external stakeholders to identify our material priorities across economic, environmental, social, and governance pillars ensuring that topics identified are reflective of our values as a company.

This report has been prepared in alignment with the GRI standards of the United Nation's SDGs. It outlines our performance, leadership oversight, strategy, and commitment for each of the material topics. In 2020, we have continued to create economic value for all our shareholders, improved the human

“We have remained steadfast in our commitment to environmental sustainability and improved healthcare in Nigeria.”



capital of the nation, contributed to the progress of 15 SDGs in Nigeria and aligned with all 10 United Nations Global Compact Principles of human rights, labour rights, the protection of the environment, and anti-corruption. In addition, we have remained steadfast in our commitment to environmental sustainability and improved healthcare in Nigeria through our Corporate Social Responsibility and formidable partnerships.

Partnering with the Federation of Construction Industry (FOCI) and the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), we also laid the foundation for the JBN-FOCI Skills Academy, a demonstration of our commitment to innovation and progress

for all. We have collaborated with other visionary institutions in driving sustainable development at the local and global scale. One of such is the Nigerian Business Coalition against HIV-AIDS (NIBUCCA).


Given the timing, this report also captures our support actions and activities in the face of the COVID-19 pandemic, carried out to support economic recovery and safety of citizens in the reporting year.

Our ambition is to continue improving and aligning our performance across our key focus areas, to advance sustainable development – and remain a partner for progress.




# 1.2 2020 PROGRESS AT A GLANCE

Julius Berger Nigeria Plc has created lasting value for the economy, its people, host communities and the environment in its 50 years of corporate existence. Our demonstration of progress as a trusted partner in 2020 is summarized below:

## ECONOMIC GROWTH AND INNOVATION

<p>N241 billion in revenue</p> <p>N64.8 billion for our staff in wages and benefits</p> <p>N3.1 billion in tax payment to Government</p>	<p>Pioneered the use of cold recycling methodology in Nigeria, allowing us to reduce our construction time, improve cost efficiency and most importantly reduce environmental impact and conserve resources.</p>		
			
	<p>Our Abumet Nigeria Limited subsidiary launched EVONIGGLASS, an insulated glass unit production line in 2020 providing customers with customization opportunities.</p>	<p>Deployment of Geotextile Encased Sand Columns (GEC) and Prefabricated Vertical Drains (PVDs) on Second Niger Bridge will improve the soil through accelerated drainage and reduced long-term settlements.</p>	




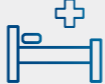

## PHILANTROPY AND SOCIAL WELFARE

<p>N125 million spent on 'Food for Our Communities' COVID-19 relief campaign.</p>	<p>Contributing to 15 SDGs and aligned with all 10 UNGC Principles.</p>		
			
	<p>Partnered with the Federation of Construction Industries and German Development Cooperation (GIZ) to establish the JBN-FOCI Artisanal Skills Development Academy in Abuja.</p>		<p>N402 million invested in socioeconomic development</p>

## HUMAN CAPITAL DEVELOPMENT

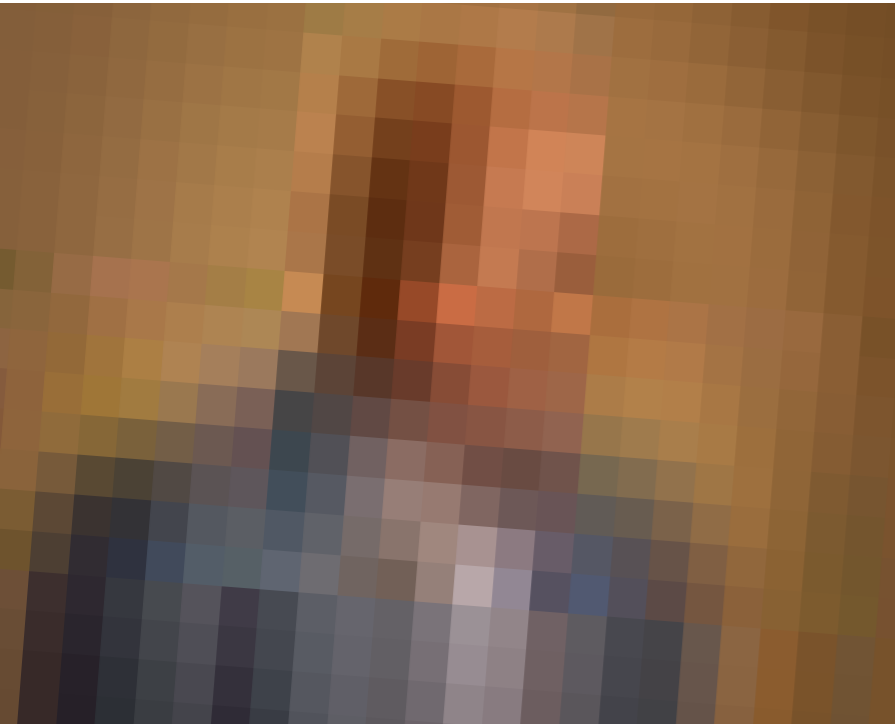
 <p>A total of <b>12,217</b> employees</p>	 <p><b>0.19</b> LOSS TIME INJURY Frequency achieved in 2020</p>	 <p><b>1,249</b> EMPLOYEES trained on HSE</p>
 <p><b>34,650</b> HOURS of employee training</p>	 <p><b>59</b> TRAINING PROGRAMS conducted for JBN staff</p>	 <p>Successfully transitioned to <b>ISO 19001:2015</b> to comply with international standards on quality management systems</p>

## EMERGENCY RESPONSE (COVID-19)

 <p><b>140</b> Partition walls Donated</p>	 <p><b>1,815</b> PPES donated</p>	 <p><b>8 STATES &amp; FCT</b> reached with recovery support</p>
 <p><b>849</b> BEDS donated</p>	 <p><b>1</b> AMBULANCE donated</p>	

## 1.3

## CHAIRMAN'S LETTER TO STAKEHOLDERS



Our esteemed stakeholders,

On behalf of the Board of Directors, it gives me great pleasure to present to you Julius Berger Nigeria Plc's inaugural Sustainability Report for the 2020 reporting year.

The year 2020 will linger in our memories. Highlighted by the commemoration of our 50th anniversary since incorporation as a Nigerian company, and also, what seemed to be endless challenges endured due to the COVID-19 pandemic.

The global health crisis swiftly brought socio-economic issues to the forefront, across Nigeria and beyond. Numerous lockdowns and restrictions caused businesses to operate at a decreased pace or come to a complete halt, while the norms of life as we knew it changed for almost everyone worldwide.

Although it was in many ways a challenging year globally and nationally, Julius Berger achieved a very good performance with thanks to the successful implementation of our business continuity plan. We were able to successfully navigate challenges, all the while protecting the health of our staff and safeguarding their means of livelihood. In the face of the challenges of 2020, we remained successful in fulfilling our obligations to clients, for the timely completion of projects, to our communities and to our staff.

Julius Berger stood as a reliable partner as brought to fore the resilience, care and tenacity of our organization, as we forged ahead to partner efforts towards the support for our communities through distribution of relief materials such as staple food items and PPE, reflecting our commitment towards social and environmental responsibility. Most importantly, it revealed the shared value we create for the Nation through our strategic partnerships with our stakeholders to achieve the common goal of achieving progress.

Over the last 50 years, our aim has been to leave a lasting positive impact on all within our spheres of influence. We have come a long way since our first project, the Eko Bridge in Lagos, and have shown our commitment to the socio-economic development of the country through our unmatched excellence in construction and corporate social responsibility. Julius Berger has become a household name for innovation in construction and for partnership. This forward-focused approach underpins our brand and overall delivery.

Sustainability is an integral part of our construction projects' lifecycles as we ensure we are continuously assessing the social and environmental impacts of our activities on our communities to create shared value for both the company and our stakeholders. Such shared

value is exemplified in, our pioneering implementation of cold recycling methodology for road construction in Nigeria has not only reduced our environmental footprint but will also improve the socio-economic position of our stakeholders, bringing with it time and cost efficiencies and also an overall reduced impact on communities and road users.

The past year has shown the importance of sustainability. As we adapt to a "new normal", now more than ever we remain focused on the health and safety of our stakeholders and on achieving significant feats towards being an evermore sustainable business.

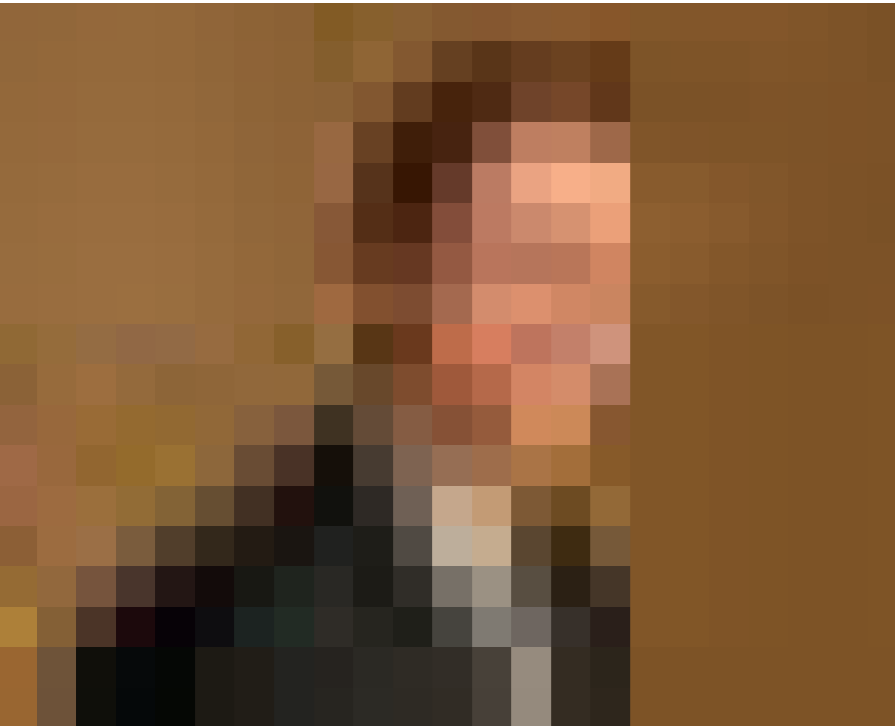
In line with our ethos of being a responsible organization, this Sustainability Report showcases Julius Berger's commitment to promoting transparency and high ethical standards, consistent with sustainable development and the welfare of our society - to not only deliver on today's needs, but also deliver solutions fit for the future.

Thank you.

Mr. Mutiu Sunmonu, CON  
Chairman

## 1.4

## MANAGING DIRECTOR'S STATEMENT



Since its pioneer project more than 50 years ago, Julius Berger has grown from constructing a bridge in Lagos to becoming a leading construction company in Nigeria, one that has delivered over 750 innovative projects that cut across infrastructure, industrial, and buildings, with seven subsidiaries along the value chain.

These developments are not by chance, they are the result of a clear vision, to be Nigeria's most dynamic construction company, a partner for progress, with an enduring commitment to quality and integrity. In achieving our leadership position, we have set our strategic priorities in line with the developmental need of our market, the evolving needs of our clients, advancements in the construction sector globally and last, but certainly not least, our steadfast company values. Our commitment is to deliver unmatched excellence through innovative construction in order to serve as a strategic pillar in the socio-economic development of Nigeria.

While delivering on this vision, we recognize the importance of sustainability and deem it a core component of our business principles and operational culture. Our values are built on the firm

belief that we have a duty to act as a socially responsible company by delivering sustainable engineering and construction solutions in the manner that considers the interest of our stakeholders and the environment. The disruption brought by the global COVID-19 pandemic has further heightened the importance of this position, as the need for social, environmental, and economic balance on the planet continues to increase.

The global crisis has changed the way we work, collaborate, and achieve business viability. As a responsible organization, we responded to the crisis with equal speed and care. We enacted a business continuity plan and took action to aid the public and private sectors with needed aid, to help reduce the spread of the virus and to enhance healthcare delivery in the heat of the pandemic. We also extended a helping hand to our communities via our regional offices and subsidiaries across the Nation, enacting a 'Food for Our Communities' Campaign.

I am proud of our employees who have devoted unflinching efforts to maintain our company's success, business resilience and progress, as we continue to adapt to the ever-changing social and economic circumstances.

We believe progress means a proven achievement of excellence over several economic cycles as a reliable partner in meeting the developmental needs and goals of the country. Progress, for us involves taking up challenging opportunities that stretch our intellectual know-how and engineering expertise. It means getting things done no matter the challenge, to keep pushing forward sustainably.

We are committed to the achievement of the Sustainable Development Goals in Nigeria with a focus on Goal 9 - industry, innovation, and infrastructure. Innovation is paramount to Julius Berger, and serves as the underpinning to our operations and project success.

With a robust quality management system in place, Julius Berger continues to set the benchmark for quality construction in Nigeria, as well as that for reliable project delivery. Amid the global crisis, we were still able to commission several projects in 2020, including: the New Technology Building in Abuja, Okpai Power Plant Phase 2 in Delta State, the Rebisi Flyover in Port Harcourt, and 11 Rehabilitated Roads in Rivers State.

Across the Nation, we are working with dedication to meet the needs of our clients, to deliver unfailingly – knowing that we carry the responsibility of progress, projects we complete will bring improvement, creating more opportunity across the socio-economic landscape, for social inclusion as well as environmental protection and safety. Such ongoing projects include: the Second River Niger Bridge, the Abuja-Kaduna Road, the Lagos-Sagamu Expressway, the Bodo-Bonny Road and the Office of the National Security Advisor, amongst others. We remain committed to the timely and quality completion of these projects.

Our corporate strategy aims to create a positive impact today and in the future. Our business pillars reflect three focus areas - our core business, our subsidiaries, and diversification – with four strategic priorities and enablers. We believe in a holistic approach to sustainable development and have therefore mapped innovation, leadership & talent, operational excellence, and sustainability as the strategic priorities and enablers to help us achieve our goals.

Our diversification plan is catalytic to the progress of SDGs - No Poverty, 2-Zero Hunger, 5-Gender Inequality, 10-Reduced Inequality, 11-Sustainable Cities & Communities, and 12-Responsible Consumption & Production. Through our diversification into agriculture and investment in our subsidiaries, we are reducing poverty, creating jobs, improving healthcare, ensuring efficient resource distribution, and boosting the economy of Nigeria.

Our collaboration with various stakeholders both within and outside of our sector enables us to empower the Nation's human capital. Our collaboration with the Federation of Construction Industries (FOCI) and the German Agency for International Cooperation (GIZ) for the launch of a skill development academy exemplifies such efforts.

As a business, we will continue to invest in our people and equipment to deliver innovative solutions for our clients. We will also continue to leverage digitization and technology to improve operational efficiency and meet our client needs. We will invest in achieving our diversification

strategy to create more value for our shareholders.

As a world, nation, business, and family, we've learned a lot in the global pandemic. I am confident that together, we will emerge stronger and better in the coming years.

Julius Berger remains committed to its purpose, vision and values. We remain dedicated and focused on building a sustainable future as a reliable partner for progress.

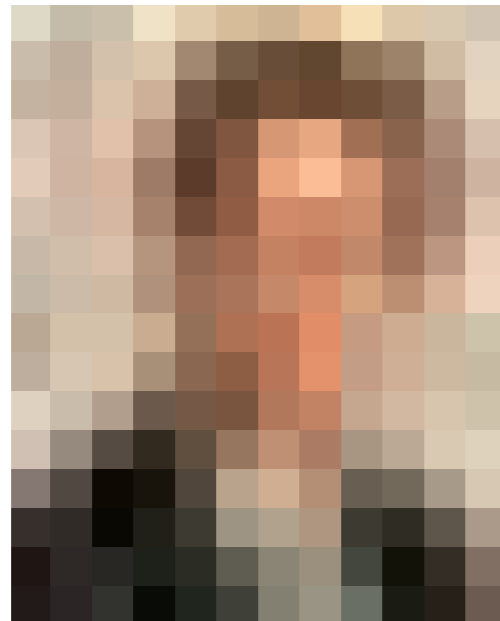
Thank you.

Engr. Dr. Lars Richter  
Managing Director



1.5

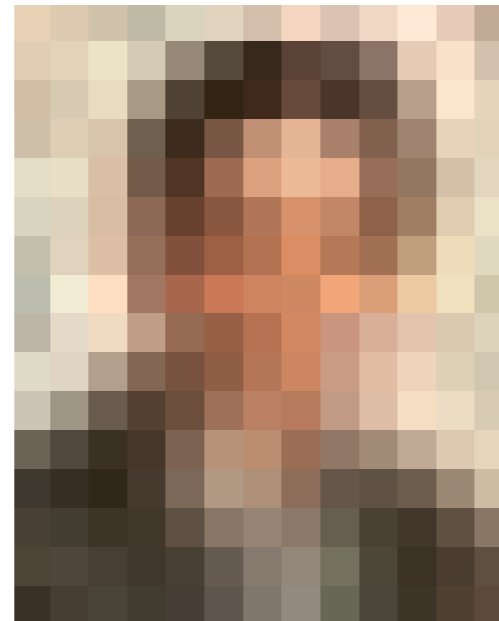
# LEADERSHIP AND SUSTAINABILITY



**Engr. Dr. Lars Richter**  
Managing Director



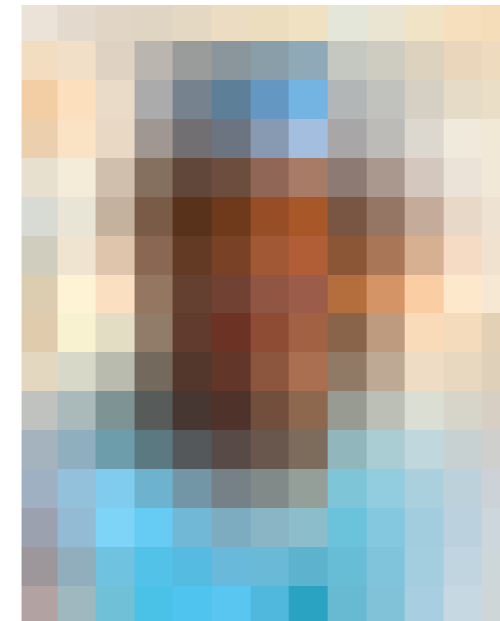
In our 50+ years of operation in Nigeria, we have continued to partner with our stakeholders to accelerate progress through our innovative engineering and construction solution, bringing progress across the 36 states of the Nation. Our commitment is to leave a lasting positive impact for sustainable growth and development from the community to the national level as a whole. We continue to be the reliable partner for building a sustainable future.



**Mr. Martin Brack**  
Financial Director



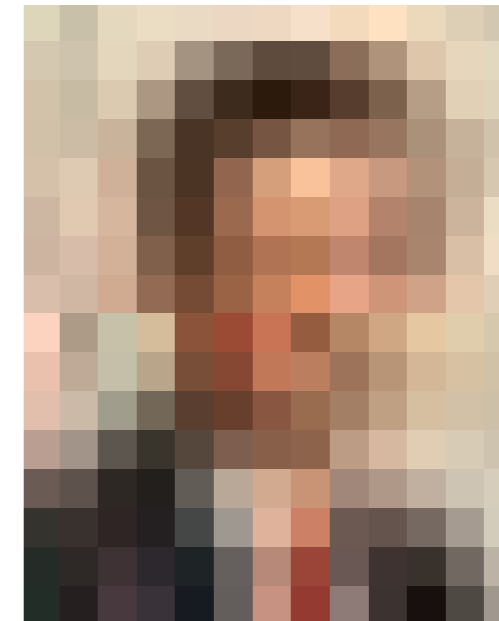
We are committed to fulfilling our responsibilities as the leading construction company in Nigeria by continuously seeking new ways of improving our business through leadership and talent, innovation, operational excellence and sustainability. We understand the importance of establishing strategic partnerships in creating shared value for our stakeholders, and actively seek such collaborations.



**Alhaji Zubairu Ibrahim Bayi**  
Director Administration



The sustainable growth of our business processes and operations requires the creation of economic value while in line with reducing the impact on our environment and creating social value for our stakeholders be it our staff, communities, clients or shareholders. We do so through effective policy and management systems.



**Mr. Tobias Meletschus**  
Director Corporate Development



Creation of jobs and economic growth are core to our business. We aim to continue fostering progress by contributing positively to the socio-economic development of Nigeria at all levels. Our commitment to innovation and sustainability drives our business strategy to ensure we create lasting positive impacts.

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Our results-driven and innovative executive management have led to the excellent performance of Julius Berger Nigeria Plc over the years. Julius Berger is committed to contributing to socio-economic growth and sustainable development in Nigeria. Across all levels and departments of influence in the company, we consider sustainability as a central component of our business and operations as we strive to consistently deliver unmatched innovative solutions for our clients.

## 1.6

## RESPONDING TO A GLOBAL CRISIS

### COVID-19

In February 2020, the World Health Organization announced COVID-19 as a pandemic, following the rapid and unforeseen global spread of the virus across the World. This was a public health emergency of international concern requiring swift action from all nations.

In Nigeria, the pandemic exposed and magnified social and economic vulnerabilities of various proportions, including needs of everyday life – from poverty to food insecurity to lack of access to basic healthcare. It brought about business disruption across sectors and scales of enterprise in the country, and the construction sector was not left out. A major impact felt was the breakdown of supply chain due to lockdown measures that stalled the movement and flow of raw materials and other resources across the globe.

### Our response as an organization

Julius Berger Nigeria Plc was proactive in our response to the pandemic. As a responsible organization, we maintained our stance as a reliable partner towards the socio-economic development of Nigeria through the challenges. We recognize the importance of quickly adjusting our Health Safety and Environment (HSE) processes and protocols, in order to adapt to the requirements of COVID-19,

and as such strengthened our effort to ensure the health and safety of all our stakeholders as priority.

Further to the easing of restrictions and curfew measures by the state and the federal government, Julius Berger deployed robust return to work protocols across the group offices and sites, in order to manage the impact of the pandemic on our operations to ensure business continuity and reliability for our clients. Some selected sites resumed activities on 11 May 2020, while our head office and regional offices resumed on 11 July 2020, at 75% working capacity.

Throughout the year, we carried out regular health and safety training for staff, to provide the latest information and protection procedures, to reduce the danger of contracting COVID-19. We provided materials and measures, such as hand washing stands, disinfection of sites, wearing of face masks etc., across our offices, construction sites and other premises alongside a regular update of our work processes and protocols.

Throughout the year, we also ensured strict compliance with government restrictions and guidelines to curtail the spread of the virus, making all our premises safe for staff and other stakeholders while minimizing and containing possible contact.

As the world continues to adapt and recover from COVID-19, Julius Berger will

continue to build with resilience through a sustainable lens to offer our staff, clients and communities our committed partnership for progress, even in the face of great challenge. We will uphold our standards and values, which underpin our business continuity plan, instituting practices and policies that deliver on today's needs, while looking forward towards tomorrow's goals.

### Our support with national recovery

For more than 50 years, Julius Berger has used the power of innovation and seasoned experience to serve people and progress in Nigeria. As communities face unprecedented crisis due to the pandemic, the company has continued to rally its support, providing direct aid and engaging healthcare providers and government at various levels to support relief and protection programs, in order to alleviate the impact of the pandemic on vulnerable groups.

Julius Berger responded immediately to help stop the spread of the coronavirus where efforts were needed most - the frontline. Within the first few months of our response, we used creativity, collaboration, and hard work to extend our support across geopolitical zones. We used our construction and manufacturing capabilities to provide much needed personal protection equipment (PPE), beds, and hospital partition walls. The beds were manufactured by our subsidiary, Abumet Nigeria Limited. In all,

849 beds, 140 partition walls, 1815 PPE, and 1 ambulance were distributed to healthcare centres across the country in order to help keep our communities safe and healthy.

As part of our continued effort to support governments intervention at all levels, we provided our transport fleet for the distribution of essential supplies across the Nation. The Akwa Ibom State Government leveraged our logistics solutions in the transportation of rice bags to various markets for distribution during the Easter holiday.

### Food for our communities campaign

Julius Berger's operations are guided by the company's enduring values and the tenet of impact. With the pandemic, we recognized that the needs of households were greatly affected as they faced increased food insecurity and we sought to make an impact by providing communities with the resources needed, even to meet some of their most basic needs.

Accordingly, we donated over N125 million worth of food relief materials to affected communities across the country. Through our "Food for our Communities" campaign we distributed food to communities in Lagos, Ogun, Kaduna, Kano, Niger, Anambra and Delta States including FCT.

### Reassuring safety in the society

In order to help reduce the spread of COVID-19 while simultaneously acting in accordance with working requirements to prevent imported cases and domestic epidemic relapse, we collaborated with a number of partners to decontaminate strategic locations in Lagos State and FCT Abuja.

As part of the COVID-19 Response Team, a coalition with some of our local partners operating in the Lagos region, Julius Berger provided support to the Lagos State Ministry of Environment and Water Resources to disinfect key transportation hubs and the Murtala Mohammed International Airport, Ikeja, in the State. Some of the partners involved in the COVID-19 Response Team were KLEENOL, DFortune, German Tech, and Viprone.

We also mobilized our equipment to support the Abuja Environmental Protection Agency (AEPA) in carrying

out a city-wide sanitation campaign to fumigate and decontaminate the Federal Capital Territory.

These efforts were carried out to provide greater safety and reassurance to the general public and reduce the risk of the transmission of communicable diseases. In addition, Julius Berger donated guard outposts to the Nigerian Police Force and office stations to the Vehicle Inspection Service to help in their management of operations during the height of the pandemic.

### Conclusion

Despite the magnitude of challenges faced throughout 2020, as a company, we remain committed to the precepts of sustainability, the need for individual and collective action for a sustainable planet. Sustainability is part of our corporate value and we will continue to play our part for the planet, people, and prosperity.

# DELIVERING UNMATCHED EXCELLENCE IN CONSTRUCTION

## 2.1

# OUR CORPORATE PROFILE

Julius Berger is a leading Nigerian company offering integrated construction solutions and related services. We specialize in executing complex works that require the highest levels of technical expertise and excel in the implementation of state-of-the-art construction methods and technologies. Core competencies cover all project phases, including planning, design, engineering, construction, maintenance, and operation, for building, infrastructure, and industry projects. International Organization for Standardization certification (ISO) demonstrates that our Quality Management Systems are well equipped to consistently meet clients' needs and that quality is continuously improved. Combined with our collaborative approach, our drive towards innovation, expansive experience and resources underpins project success. With a proven record of delivering quality results on time, we stand out as a choice partner for progress.

Our business strategy is focused on three pillars, our core business, construction, which is the heart of the Julius Berger Group; our second focus area, our subsidiaries, contribute to this core business on the one side and independently service the market on the other side. This structure allows the company to effectively manage and fulfil construction projects, starting

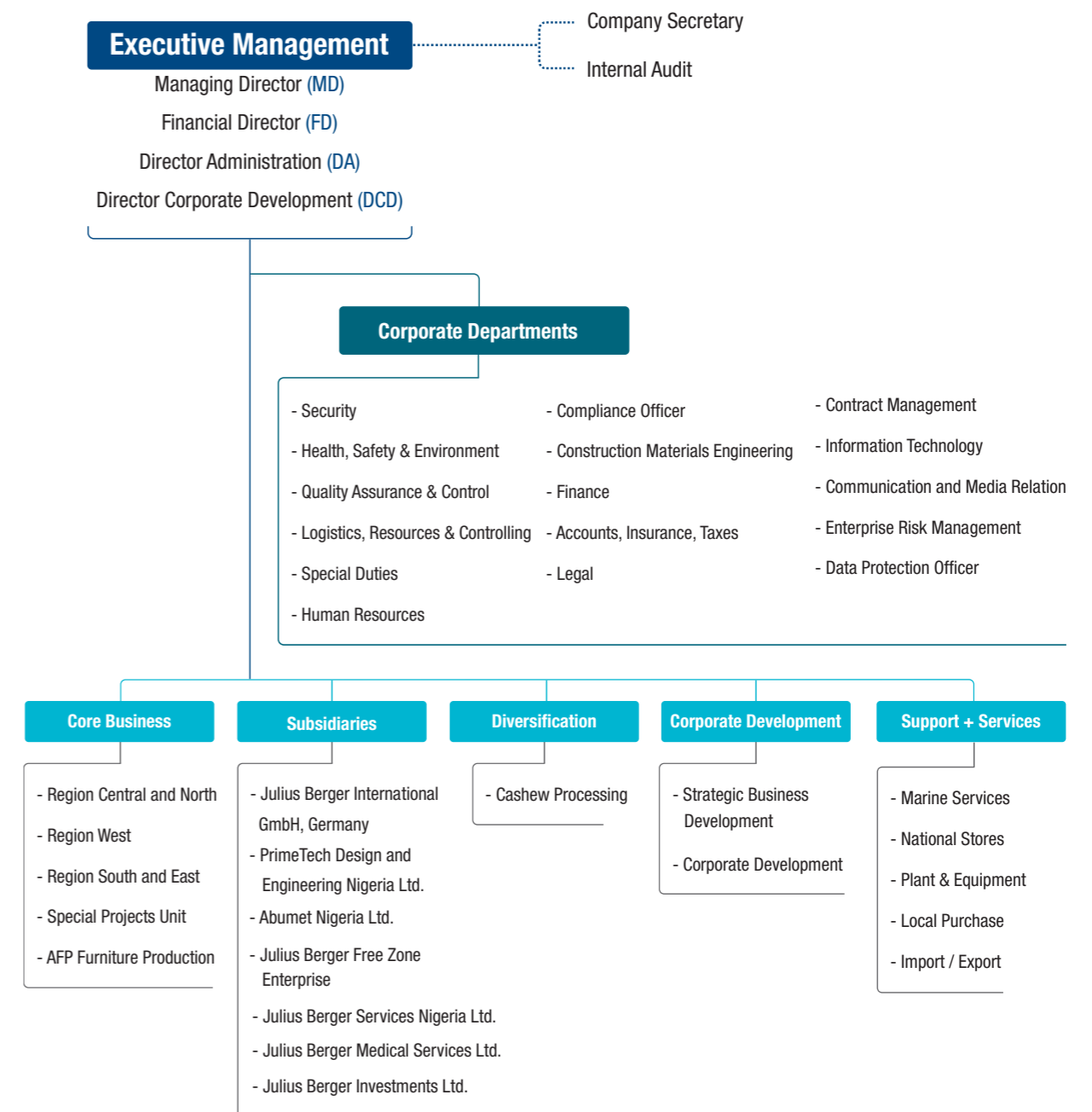
from the initial idea, through to design and engineering, construction, and maintenance. Our third strategic focus area, diversification, is not bound to any of the other two, allowing for full flexibility in consideration of new business opportunities for the Julius Berger Group.

In addition to its own planning, design and engineering capacities, Julius Berger has the ability to unlock expansive knowledge on cutting-edge construction technologies globally, through its subsidiary Julius Berger International GmbH (JBI), in Germany. This collaboration supports efforts to ensure works are built to meet state-of-the-art standards of innovation.

Furthermore, the company's subsidiary PrimeTech Design and Engineering Nigeria Limited provides design and engineering services in compliance with the Nigerian Oil and Gas Industry Content Development Act. The subsidiary Abumet Nigeria Limited, a leading manufacturer of aluminium and glass products, supports efficient construction of turnkey projects.

Beyond serving as a key collaborator in planning, design and engineering, JBI also provides logistical support. When materials cannot be sourced and supplied domestically in Nigeria, procurement is guaranteed internationally by JBI logisticians and procurement experts.

## CORPORATE ORGANISATION CHART



## SUBSIDIARIES

Subsidiary	Principal activities and business
Abumet Nigeria Ltd.	Manufacturers and dealers in aluminium, steel, iron or other structural products of such nature
Julius Berger Free Zone Enterprise	Planning and construction of all kinds and aspects of civil engineering works and related activities as well as maintenance of buildings and facilities in free trade zones
Julius Berger International GmbH	Providers of logistical and technical support on an international level
Julius Berger Investments Ltd.	Investment company and managers
Julius Berger Medical Services Ltd.	Health care providers for the operation of medical service institutions and all forms of medical and health care services
Julius Berger Services Nigeria Ltd.	Providers of port services, stevedores, cargo superintendents, port management, warehousemen, agents and proprietors of warehouses
PrimeTech Design and Engineering Nigeria Ltd.	Engineers, planning, design, development and maintenance of engineering works and products of all descriptions

## OUR CORE VALUES

Julius Berger's core values of quality, integrity, partnership and innovation predicate our corporate culture and define how we conduct business. Our unwavering commitment to upholding

a high standard of excellence across all aspects of our operations has consistently differentiated our company and supported our ability to meet clients' expectations.

## Quality

We believe that quality work reduces costs, improves schedules, and in doing so, provides tangible benefits that satisfy our clients and distinguish our brand. Accordingly, we are committed to maintaining a strong quality culture throughout our organization. Our comprehensive Quality Management System fulfils requirements set by the Standards Organization of Nigeria (SON) as well as the International Organization for Standardization (ISO), and serves as a structural underpinning for our operational excellence.

Continual enhancement of our quality culture is achieved by means of rigorous control and assessment. Production facilities and laboratories guarantee consistency in manufacturing through strict adherence to process and quality assurance measures. Furthermore, continual investments in the professional development of our staff across all functions reinforces the delivery of a superior level of work.

## Integrity

We believe that our unwavering high standard of integrity has provided the solid footing from which we have grown, from our pioneer project in 1965 until today. Integrity forms the essence of our business principles and code of conduct. As such, we hold ourselves accountable for being honest, fair and respectful in

all aspects of our business and operate in a zero-tolerance atmosphere for any actions that could be perceived as contrary to these ideals.

We demonstrate integrity in every action and activity. It is the basis on which we build trusting relationships internally and externally. It is reflected in our commitment to quality, safety and environmental protection, in our social responsibility initiatives and in the steadfast investment in long-term development of our staff and communities.

## Partnership

We believe that the foundation of every successful project is collaboration. Through teamwork, we have proven that there is no challenge that cannot be overcome by sharing knowledge and by adopting a thoughtful approach.

As such, our corporate culture prioritizes cooperation and long-term business relationships built on trust and transparency. Each member of our staff carries out work with a spirit of partnership, with an awareness and consideration of partners' needs – be it colleagues, clients, partners or communities. In full consultation with stakeholders, focus is placed on setting mutually realistic goals, which are monitored throughout the life cycle of a project. Ensuring clear and open process is emphasized by means of continuous engagement and communication.

## 2.2

# OUR MARKET PRESENCE

### OUR AREAS OF EXPERTISE

Julius Berger's head office is located in Abuja, with additional permanent locations in Lagos, Port Harcourt and Uyo. The company is also represented across the nation in structural engineering, infrastructure and oil and gas industry projects.

For effective oversight, we operate our core business through three key hubs:

- Region West
- Region Central and North
- Region South and East, and

Our special projects unit manages construction projects of extraordinary size, complexity and / or in remote locations.

The vision of Julius Berger Nigeria Plc is to be Nigeria's most dynamic construction company; an integral player in an industry that is laying the foundations for economic progress and development.

Julius Berger seizes opportunities for both the company and the country to find optimized solutions for the delivery of excellence within all endeavours. By integrating its multiple resources and services, Julius Berger consistently delivers quality that clients can rely on. The company has the ability to provide a wide range of services in design, engineering, procurement and construction, as well as operation and maintenance.

#### Infrastructure

Julius Berger develops complex infrastructure systems. The company started as a bridge builder in Lagos and has since developed into a key partner to Nigeria's progress in the expansion and development of efficient infrastructure networks.

We provide design, engineering, construction and maintenance of various civil structures.

The company's infrastructure portfolio includes bridges, highways and regional roads, which alleviate traffic and make trade and transportation easier - from a pedestrian bridge over a street to a cable-stayed bridge across a major waterway.

The company's portfolio also includes the construction of harbours, wharves and jetties, as well as airports and railways, which serve as essential means of promoting regional and national development.

Julius Berger's sizeable fleet of specialized equipment enables efficient construction of large-scale projects. While considering individual project needs, the company works with a holistic approach and an eye towards the future by pioneering sustainable infrastructure networks.



#### Industry

Julius Berger enables the growth of industries. The company provides comprehensive civil works including design, engineering and procurement, site preparation works, steelworks as well as mechanical and electrical works, for the construction of plants, factories, auxiliary buildings, oil and gas installations and power stations.

Known for our ability to pioneer work in remote locations and challenging circumstances, we transform concepts into reality. We offer our clients decisive

advantages based on the advanced technical competence and historical experiences that make up Julius Berger's expertise and Nigeria-specific know-how.

Julius Berger has an impressive record integrating the distinctive regulatory demands of the oil and gas industry, in the area of Health, Safety and Environment, into existing processes and procedures. These qualifications, coupled with strong teamwork, proven capabilities and unwavering reliability have resulted in industry investors considering Julius Berger not only a contractor, but also a partner in the realization of their projects.

### Buildings

Julius Berger constructs flawlessly designed and engineered buildings. The company develops buildings which serve a range of functions, including administration, commercial and industrial buildings, hotels, hospitals, airport terminals, sports facilities and entire residential districts. From concept and construction, to internal fittings and maintenance, Julius Berger offers complete construction solutions for building projects. The majority of prefabricated components used in the construction process come from the company's own production sites, ensuring that all materials adhere to set quality standards and strict material testing processes.

Julius Berger is a leader in constructing according to environment protection standards. The company has the capacity to construct high-performance green buildings certified by organisations such as the Green Building Certification Institute, to comply with the Leadership in Energy and Environmental Design (LEED) requirements or other international standards.

### Facility Management

Julius Berger Nigeria provides comprehensive facility management. Julius Berger's philosophy is to provide premium preventive and proactive facility management and refurbishment services from a single source. The company's mission is to preserve the sustained availability and high value of clients' assets, allowing clients the freedom to concentrate on their core business.

Julius Berger's facility services portfolio covers technical, infrastructural, and commercial facility management, as well as refurbishment, renovation and finishing capabilities. The company handles the operation of building and office infrastructure and provides warehouse, supply chain and computer-assisted facility management. The spectrum and reliability of the company's facility services have led to the rapid growth of its client portfolio, which reflects different business sectors.

## OUR RESOURCES

Julius Berger is a vertically integrated company which has positioned itself as a partner for progress, continuously delivering the highest quality construction and innovation in Nigeria. Julius Berger's multiple resources and services provide a strong foundation for efficient and on-time fulfilment of solutions to our clients.

We operate across four main areas:

### Logistics and supply management (SDGs <sup>a</sup>8, <sup>b</sup>9 and <sup>d</sup>12)

- Procurement of goods from domestic and international suppliers
- Nationwide storage facilities support efficient project operations
- Reliable and secure land transportation guarantee just-in-time delivery
- Centralized road and marine transport logistics

### Facilities for construction support (SDGs <sup>a</sup>8 and <sup>b</sup>9)

- support construction projects with necessary resources, products and services
- Fixed and site locations across Nigeria guarantee availability of products nationwide
- Strict quality control ensures consistent quality of products
- Comprise production and storage facilities, mixing plants, specialized workshops and laboratories

### Facilities for construction support (SDGs <sup>b</sup>9 and <sup>c</sup>11)

Primetech Design and Engineering Nigeria Limited and Julius Berger International GmbH provide the design and engineering capacities within our value chain. They assist our clients to conceive and create innovative and strong state-of-the-art architectural designs, unlocking the innovative experience from technology and creativity. Our designs are created with sustainable resource use in line with SDGs 11.

### Facilities for construction support (SDGs <sup>b</sup>9)

Our equipment structures and capacities provide a well-maintained fleet, equipment yards, repairs, and on-site equipment maintenance works to our construction arms for sustained operations. This helps us to ensure the sufficient type and volume of machinery and equipment are reliably available to meet performance targets for projects of all scopes.



## 2.3 OUR PROJECT PORTFOLIO

Julius Berger's group construction-related subsidiaries are committed to providing products and services from a single source and staying at the forefront of their industries in Nigeria. The delivery of construction-related services from a single source enables effective management of construction projects from the ideation, through to design and engineering, construction and maintenance, utilizing in-house expertise, teams and facilities. Our range of projects support nation-building and contribute towards the future sustenance of Nigeria. A selection of notable projects delivered by Julius Berger include:

**Admiralty Alexander Link Bridge, Lagos state**

West Africa's first cable-stayed bridge comprising a 1,357m long four-lane bridge, two main spans suspended from a 91m high pylon and 28 stay cables.



**Challawa Gorge Dam, Kano state**

Julius Berger inaugurated a dam which was 7.8km long and 42m high and required 5.1 million m<sup>3</sup> of filling material. Works also included the construction of a 30m intake tower, intake main and a 600m long spillway.



**National Assembly office wings, Abuja FCT**

Turnkey construction of two five-storey office buildings, one for the Senate and one for the House of Representatives, with a GFA of 70,700m<sup>2</sup>.



**Azura-Edo Independent Power Plant, Edo state**

Nigeria's first project financed independent power project.



**Obajana Cement Factory progresses, Kogi state**

Civil works and infrastructure for a cement plant with a capacity of 7,000t per day.




**Central Bank of Nigeria Branch Office, Lagos state**

Having previously constructed the Central Bank of Nigeria head office in Abuja, Julius Berger has also rebuilt the bank's branch office in Lagos.



**Bonny Island Projects, Rivers state**

Julius Berger has handed over more than 35 different orders for one of the world's largest gas liquefaction plants, located on Bonny Island



**Escravos Gas-to-Liquids Plant, Delta state**

Julius Berger was the principal civil engineering contractor for the construction of a specialized wharf that made delivery and unloading of two 2,200 ton reactors possible.



**National Stadium and Velodrome, Abuja FCT**

The 60,000 spectator National Stadium meets the requirements of international sports associations, FIFA and IAAF





## 2.4

# FOSTERING SOCIO-ECONOMIC GROWTH: OUR ROLE AS PARTNERS FOR PROGRESS IN NIGERIA

Over the past five decades, Julius Berger Nigeria has left its mark across all 36 States in Nigeria. We have worked across all six geopolitical zones of the federation delivering unmatched excellence in construction, regardless of the scope or challenge. We are proud to have been a partner in Nigeria's socio-economic development by building the foundations for progress and development in Nigeria through the construction of major industrial and civil infrastructure, establishment of local production facilities, investment in Nigerian content, and transfer of new technologies.

Through innovation and technical advancements such as 5-D building information modelling (BIM) and cold recycling road reconstruction, we have constructed several high-priority projects using pioneering technology that have created the greatest value for our communities and country. For example, our innovative recycling methodology used for the Abuja-Kaduna-Zaria-Kano Road construction will reduce construction time and cost as well as reduce environmental stress. Once completed, this road will improve interstate connectivity and reduce traffic turnaround time, thus increasing accessibility and the region's commercial viability. We have also designed and constructed significant manufacturing facilities, which promote local content, increase domestic production and ultimately contribute to Nigeria's economic growth. Through it all, we have empowered our employees

and contractors through investments in education and on-the-job training which not only sharpen their skills, but also contribute to the overall human capital development of Nigeria.

Our history of success together with the shared value we strive for provides our clients and the Nation with the confidence to trust us as partners for progress, delivering large scale sustainable development projects with the ability to positively impact the lives of Nigerians.

Julius Berger is committed to being at the forefront of the construction and engineering environment in Nigeria, by spearheading research and innovation programs in the industry. We see innovation as a catalyst for our continued success while adapting to the needs of the country and its overall social, environmental and economic development goals.



# SUSTAINABILITY



### 3.1

## FROM THE SUSTAINABILITY DESK



Sustainability is an integral component of our business principles and operational culture at Julius Berger. We remain committed to actively seeking opportunities to create shared value geared at enhancing both current and future potentials – for the company, its staff and the country.

In consideration of emerging global trends and with the disruptions faced by most businesses in 2020, we believe that now more than ever, it is our responsibility to use our power of innovation and expertise to be reliable partners for progress to our stakeholders. Our sustainability approach comprises the 10 universal principles of the United Nations Global Compact (UNGC) and the economic, social, environmental and governance principles espoused by the Nigerian Stock Exchange (NSE). We aim to continuously leverage our partnerships towards contributing to the global sustainability efforts in this decade of action and support to Nigeria in achieving its highest potential.

We have considered our sustainability activities from an inside-out and outside-in perspective. Our inaugural Sustainability Report required collaboration from our internal stakeholders (Key Process Owners) in documenting our activities in 2020.

Tobias Meletschus  
Director, Corporate Development

### PROJECT TEAM

Name	Department
Tobias Meletschus	Corporate Development
Shamsudeen Salami	
Seun Adebisi	
Cecilia Madueke	Company Secretariat
Femi Ojomo	Human Resources
James Agama	Corporate Communications
Pascal Tursch	Finance
Peter Drillingcourt	Health, Safety and Environment
Poul Nielsen	Compliance
Monica Brunner	Procurement
Kurt Lechner	Logistics and Resources   Enterprise Risk Management

## 3.2

# OUR APPROACH TO SUSTAINABILITY

The world around us continues to develop, with rapid population growth, urbanization, social and demographic changes and most recently, COVID-19 disrupting all aspects of personal and professional life as we know it.

It remains essential that we hold ourselves accountable for progress and impact, by continuously seeking innovative solutions that will guarantee our ability to meet the present and future needs of our stakeholders.

As a business, we deeply consider the impacts of our operations across every aspect of our business. Our aim is to work in line with our core principles and partner with our clients to deliver high quality value-driven projects that take into account both our stakeholders and the natural environment. Our sustainability efforts seek to support economic viability, environmental responsibility and social inclusion, extending across different facets of our business processes including:

 <p><b>HUMAN CAPITAL DEVELOPMENT</b></p> <p>Sustaining highly valued and well-resourced professionals is imperative for the benefit of staff development and the Nigerian workforce.</p>	 <p><b>EMERGENCY RESPONSE</b></p> <p>Our corporate culture prioritizes cooperation and partnerships, we support state services in response to emergency situations to protect the public and minimize negative impacts.</p>
 <p><b>COMMUNITY DEVELOPMENT AND INCLUSIVITY</b></p> <p>As our host communities contribute greatly to our successes as a business, supporting initiatives, local business and the local workforce in the regions we operate is key to elevating and advancing these communities.</p>	 <p><b>COMMUNITY DEVELOPMENT AND INCLUSIVITY</b></p> <p>We are ardent to supporting health, education and youth sports programs that foster healthy environments that promote human development and social well-being.</p>

## ENGAGING OUR STAKEHOLDERS

As a business, on-time delivery, quality, reliability, integrity in conducting our business, and high standards across our operations remains the hallmark of our corporate philosophy and commitment. We are very conscious that ethical standards apply not only to the professional services we provide but also in the way we run our business.

At Julius Berger, we adhere to the highest level of Corporate Governance practices. We recognize the importance of accountability and transparency in reporting to and interacting with our stakeholders on company matters.

Sustainability is stakeholder-centric, and Julius Berger understands the importance of engaging its stakeholders to understand the issues that are pertinent to us as a business and our stakeholders. We acknowledge this as an avenue to identify risks and opportunities for our business to continue to deliver its brand promise to our partners.

Our engagements with key stakeholders are governed by principles which are based on the relevant Corporate governance regulations in Nigeria as well as leading practices. These principles are:

- Accountability
- Transparency
- Engagement
- Equality of information
- Simplicity

Our stakeholder identification and selection procedure is based solely on the impacts and influence they have on our operations. We have identified the stakeholders internally and externally, including our employees, government agencies, industry regulators and our host communities, who all have direct impacts on our business.

 <p><b>ACCOUNTABILITY</b></p> <p>We are committed to communicating with our stakeholders, especially our shareholders, in a timely and open manner;</p>
 <p><b>TRANSPARENCY</b></p> <p>We recognize the need for accurate and timely disclosure of information, including non-financial, of the company's activities to showcase a balanced view of the company;</p>
 <p><b>ENGAGEMENT</b></p> <p>It is our aim to interact with our stakeholders regularly when making significant decisions pertaining to the company's direction;</p>
 <p><b>EQUALITY OF INFORMATION</b></p> <p>All shareholders are given equal treatment whilst we ensure they have equal access to the company's information;</p>
 <p><b>SIMPLICITY</b></p> <p>We ensure that all communications to our stakeholders are done in clear, readable and understandable language.</p>

The table below shows the identified stakeholders and mode of interaction:

s/n	Stakeholder	Type of stakeholder	Interest level	Frequency of engagement	Engagement channel
1	Shareholders/ investors	External	High	Quarterly	Email, letters, general meetings, website, regular publishing of press releases, development and publishing of news stories, technical presentations / participation in industry events / round tables, media engagement events, project microsites etc.
2	Regulators	External	High	On a need basis	Email, letters, workshops and seminars etc.
3	Clients	External	High	On a need basis	Website, social media accounts, news releases, printed media, trade shows, face-to-face meetings, video conferencing / calls, presentations etc.
4	Suppliers	External	High	On a need basis	Emails, website, social media accounts, news releases, printed media, face-to-face meetings, video conferencing / calls, presentations etc.
5	Bankers	External	High	On a need basis	Emails, letters, website, social media accounts, news releases, printed media, face-to-face meetings, video conferencing / calls, presentations etc.
6	Employees	Internal	High	On a need basis	Company newsletters, information posters at notice boards, management roadshows, conferences / seminars, speeches, face-to-face meetings / discussions, video conferencing / calls, video messages, Management letters to staff, memos / circulars, handbooks, employee events etc.
7	Host communities and general public	External	High	On a need basis	Website, social media accounts, publications, radio features, press releases, community outreach programs and activities

### 3.3 OUR MATERIAL PROPERTIES

In preparing this 2020 report, we conducted a thorough materiality assessment in line with the Global Reporting Initiative (GRI) Standards' requirement, to define the economic, social, governance and environmental topics that matter most to our business and our stakeholders.

This assessment has helped Julius Berger determine the company's impact coverage and area to focus on for creating shared value for its stakeholders while sustaining a future-proofed business.

Outcomes of the materiality analysis have provided the key performance indicators we measure and communicate to our stakeholders.

The approach adopted in conducting the materiality assessment considered the input of both our internal and external stakeholders on what topics are most relevant and impactful to them. This followed a four-step process, as detailed below:

 <p><b>IDENTIFICATION OF MATERIAL ISSUES</b></p> <p>We ensure that all communications to our stakeholders are done in clear, readable and understandable language.</p>	 <p><b>BENCHMARKING</b></p> <p>We engaged with internal and external stakeholders through workshops, online surveys and questionnaires to prioritize identified issues.</p>
 <p><b>PRIORITIZATION AND MATERIALITY MAPPING</b></p> <p>We benchmarked global and local peers and competitors in the construction industry to map the spectrum of issues relevant to our business in 2020. We also leveraged the 2016 GRI standards in identifying relevant issues.</p>	 <p><b>VALIDATION</b></p> <p>The prioritized issues and materiality matrix were presented to the business leadership for validation and further business alignment.</p>

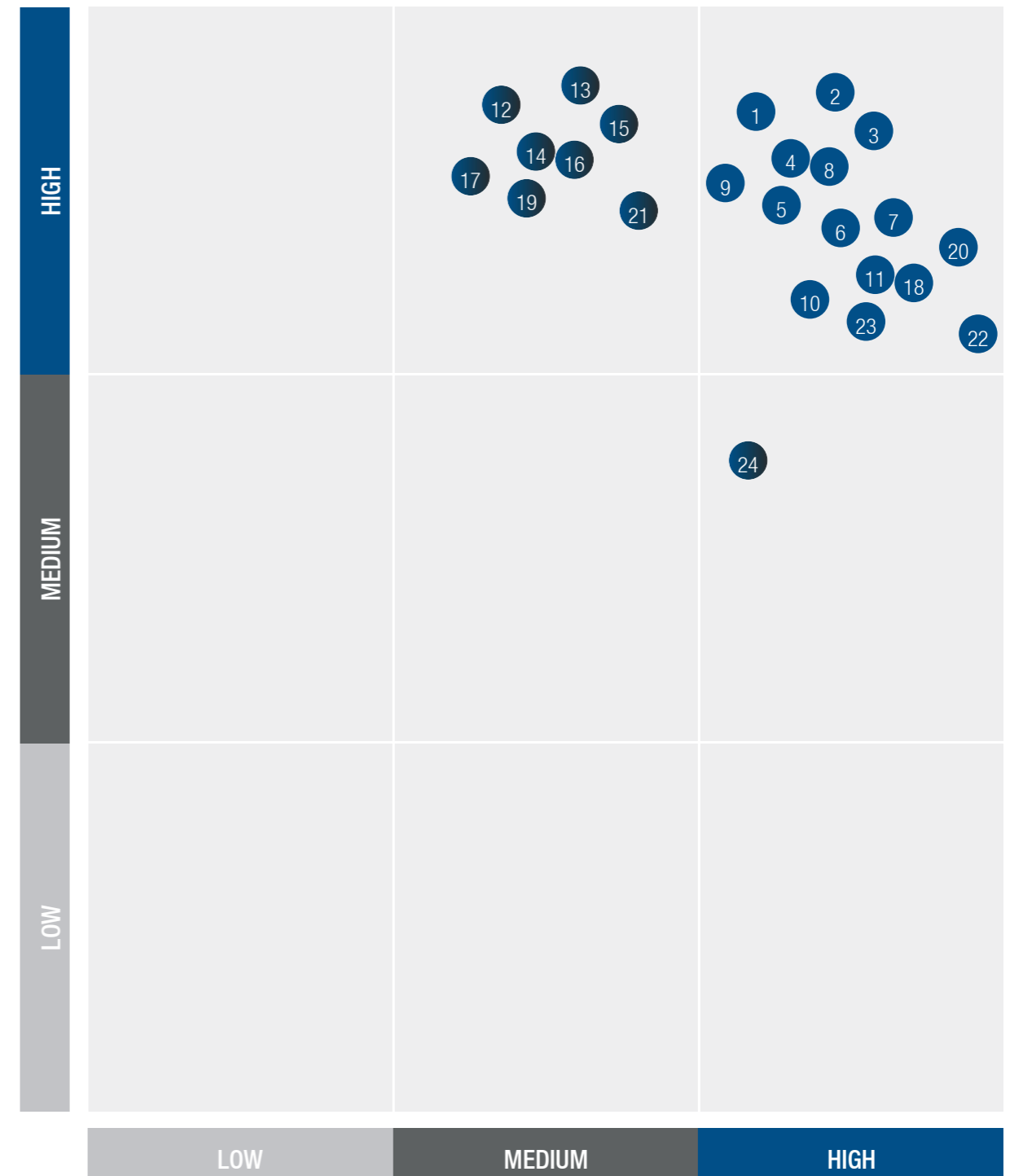
The materiality exercise helped us identify the focal aspects for driving sustainability strategy and achieving the UN Sustainable Development Goals.

From the approach utilized and the results, there is a clear indication of Julius Berger's drive and strategy towards remaining the chosen "partner for progress" within the operating environment and with all its stakeholder groups.

The table below shows the identified stakeholders and mode of interaction:

s/n	Sustainability Pillar	Material topic
1	Economic	Economic performance
2		Market presence
3		Indirect economic impact
4		Procurement practices
5		Tax
6		Prefabricated and modular construction
7		Digitization (design technology, virtual design and construction)
8	Social	Employment
9		Labour/management relations
10		Occupational health and safety
11		Training and education
12		Security practices
13		Human rights assessment
14		Local communitites
15	Customer health and safety	
16	Socioeconomic compliance	
17	Supplier social assessment	
18	Governance	Anti-corruption
19		Anti-competitive behaviour
20	Environmental	Environmental compliance
21		Supplier environmental assessment
22		Water and effluents
23		Materials
24		Energy (usage/efficiency)

## OUR MATERIALITY MATRIX



Impact on Julius Berger's Business



# CREATING IMPACT THROUGH SUSTAINABLE DEVELOPMENT

Construction of administrative building, accroding to Leadership in Energy and Environmental Design (LEED) standard

## 4.1

# SUSTAINABLE LEADERSHIP

We understand the significance of being a responsible business and conducting our activities in a manner that exhibits the highest levels of ethics and integrity.

As such, we give precedence to our statement of business principles, code of conduct, core values and environmental responsibility to instill an ethical culture and enhance lawful conduct.

Our high standards of corporate governance and drive to forge meaningful partnerships ensures that we are committed to complying with best practice and all regulatory requirement in Nigeria. We strive to comply with standards such as the Nigerian Code of Corporate Governance 2018, The Securities and Exchange Commission (SEC) Code of Corporate Governance and regulations of the Nigeria Stock Exchange (NSE) to ensure high levels of good corporate governance, accountability and transparency to drive long-term value for our stakeholders.

At Julius Berger, we prioritize integrity and transparency across all levels of our business activities.

Our Code of Conduct for Employees and Management, which applies to Julius Berger Nigeria Plc and its subsidiaries, provides the necessary guidelines and principles for conduct.

The Julius Berger Code of Conduct further provides guidelines on addressing forms of bribery and corruption.

### 4.1.1 COMBATING BRIBERY AND CORRUPTION

All forms of bribery and corruption are not tolerated as we remain committed to responsible business practices and principles that signify integrity, respect and commitment to fair competition. Through our Code of Conduct, we ensure that we combat all forms of punishable interference with the decisions taken by officials, clients, and other contractual partners in the interests of influencing them through bribery and corruption.



#### COMBATING COLLUSION

We combat prohibited collusive arrangements.



#### COMBATING ILLEGAL EMPLOYMENT AND UNDECLARED EMPLOYMENT

We combat any form of illegal employment and undeclared employment.



#### SOCIAL CONDUCT WITHIN THE GROUP

We are committed to the principles of respect, fairness and integrity in our dealings with one another.



#### HANDLING CONFIDENTIAL INFORMATION

We ensure that confidential information may solely be used for its intended purpose and not for anyone's own personal benefit.



#### DONATIONS

We do not use donations to achieve dishonest purposes.

### Combating corruption, self-servicing practices, and wastefulness in the group.

We combat any form of personal enrichment to the detriment of the group and act against the wasteful deployment of assets in the group.

Our Code for Business Conduct and Ethics for Directors and Management defines the legal and ethical standards which govern Directors and their relationships with the group, customers, employees, other Directors and with all other parties. It further provides guidelines on:

- Loyalty to the group
- Integrity in all business dealings
- Conflicts of interest
- Secret profit
- Confidentiality
- Fair dealing
- Ensuring health and safety of employees
- Fulfilment of regulatory and statutory obligations imposed on the group
- Compliance with laws, rules and regulations
- Standard of conduct
- Protection and proper use of company assets and;
- Fraud, misappropriation, theft, embezzlement and bribery

### Whistleblowing

Whistleblowing mechanisms and frameworks have been instituted to allow employees and business partners of Julius Berger to raise genuine concerns in good faith without fear of reprisals. In the event that concerns may be mistaken with regard to irregularities in the

workplace, they will be treated as genuine and investigated appropriately.

Our Whistleblowing Policy further highlights our Board's commitment to promoting a culture of openness, accountability and integrity within Julius Berger Nigeria Plc and its subsidiaries. The policy outlines the procedures for whistleblowing and enables the organization to take appropriate measures in dealing with incidents of suspected irregularities involving or affecting the organization and their eventual outcomes.

### 4.1.2 RISK MANAGEMENT

At Julius Berger, risk management is a key component of our Corporate Culture. It is aimed at effectively identifying the most significant enterprise risks impacting, either positively or negatively, the overall achievement of our corporate strategy. It provides us the platform to manage associated risks within the defined risk appetite and provide reasonable assurance regarding the achievement of the company's short and long-term objectives. Risk assessments are also conducted for each of our projects within our project HSE plan, which has enabled us to significantly reduce harm to our employees and contractors.

We remain committed to ensuring that Enterprise Risk Management practices are entrenched into all business processes and operations to drive consistent, effective and accountable action, decision making and management practice.

The main objective of our Enterprise Risk Management is to create shared value for our stakeholders. Our risk management approach is made up of high standards that prioritize sustainability to fully evaluate our contractors and suppliers' compliance with best practices. It also serves as a driving force and framework for integrating sustainability into our decision-making. Addressing business risks relating to environmental and social problems will aid our ability to meet customer needs in a growing sustainability-driven construction industry. Our enterprise risk management practices apply to the entire organizational process (including plans, activities, business processes, and policies) and members of the Julius Berger Group.

### Enterprise Risk Management Framework

Julius Berger fully recognizes the potential environmental and social risks that may arise from our operations and want to ensure we have a robust mitigation strategy to identify, assess and prioritize the most significant risks. Our company's

Enterprise Risk Management Framework provides an extensive focus on enterprise risk management whilst striking a balance between risk aversion and opportunity gains. Through this framework, we are able to identify and respond to sustainability-related risks such as climate change risks or human rights violations by third-party contractors. Overall, it helps us to improve our drive towards sustainable performance and ensures the short and long-term value to our stakeholders.

The main objectives of our Enterprise Risk Management Framework include:

- Strategic: high-level goals, aligned with and supporting the Group's mission.
- Operations: effective and efficient use of the Group's resources.
- Reporting: reliability of internal and external reporting.
- Compliance: compliance with applicable laws and regulations.

The main components of the ERM Framework are:



## 4.2 PROGRESSING ECONOMIC GROWTH THROUGH INNOVATION

### 4.2.1 ECONOMIC PERFORMANCE

Julius Berger Nigeria Plc's aim is to create long-term value for our stakeholders. This target underpins our ambition to be the foremost construction partner in Nigeria. We are committed to the growth of our business and maintain our position as a market leader by demonstrating strength, innovation and resilience in our business performance, thus significantly impacting the economy.

Despite the effect of COVID-19 on our industry, our direct economic value generated at the end of the year 2020 stood at ₦241 billion; a slight decline from the previous ₦267.4 billion recorded in 2019. This however, compares favourably with our 2018 performance of ₦197.4 billion. The financial indices that made up our generated economic value includes revenue from our operations and other income. The decline in our performance is indicative of the impact of the COVID-19 pandemic on our business operations, and the consequent economic factors that have led to delays on projects, and subsequently, unrealized revenue in the past financial year.

Despite the global challenges, we contributed to the economic development of the Nation by creating an economic value of ₦64.8 billion for our staff. This was through staff wages and other benefits we provided them in relation to their role as key stakeholders championing our overall business success. We also distributed

₦164.4 billion of economic value through operations in 2020, having distributed a value of ₦174.1 billion in the previous year. Our operating costs in the year include selling and distribution expenses, marketing expenses as well as the direct cost of materials and services.

In our contribution to the government, we remitted a sum of ₦3.2 billion as tax, which presented a significant drop when compared to our 2019 payment of ₦5.1 billion in tax contributions. Throughout the year, we ensured timely and appropriate remittance of our statutory payments. The table on page 45 describes the economic value we have created and distributed to our stakeholders.

Amidst the disruption and economic downturn in 2020, we retained an economic value of ₦4.9 billion in profit as a group, which was a decline when compared to our profitability in the last three years but a success in the face of the pandemic. We have consistently paid dividends to our investors over the past several years. Despite the challenges experienced in the reporting year, we are optimistic for recovery and growth in the coming years. At Julius Berger, we are committed to developing the local human capital in Nigeria by providing ample opportunities to competent leaders and professionals. As of the end of 2020, 12 members of senior management and 8 members of the Board were Nigerians, reaffirming our commitment to provide leadership opportunities for Nigerians. We identify and abide by the local labour laws and requirements relevant to us.



Economic performance	FY 18	FY 19	FY 20
Direct Economic Value Generated (NGN million)	197,382.00	267,365.00	241,073.00
Economic value generated through business (Revenue from operation)	194,618.00	266,430.00	241,779.00
Other income	2,764.00	935.00	(706.00)
<b>Economic Value Distributed (NGN million)</b>	<b>190,648.00</b>	<b>258,528.00</b>	<b>236,189.00</b>
Operating cost	113,761.00	174,074.00	164,449.00
Economic value created for employees (Employee wages and benefits)	68,769.00	72,372.00	64,833.00
Payment to provider of funds	4,564.00	7,000.00	3,716.00
Payment to Government	3,554.00	5,082.00	3,191.00
Economic Value retained (NGN million)	6,734.00	8,837.00	4,884.00

As a responsible employer, remuneration for all our employees is above the minimum wage in the nation and we ensure that equal pay opportunity is afforded all our employees.

## 4.2.2 MARKET PRESENCE

Our core business at Julius Berger today is offering construction services to a wide range of private and public sector clients. We operate a regional office system with our hubs located in Abuja to cover the central and northern parts of Nigeria, Lagos to cover the South-West and Port Harcourt/Uyo to cover the South-South and South East. Our regional offices are accompanied by various special project sites across the country, which together services all states across the Nation.

## 4.2.3 PROCUREMENT PRACTICES

Julius Berger and its subsidiaries acknowledge that resources are finite and should be utilized efficiently. As such, we ensure

that our procurement practices are carried out responsibly. Our commitment to create sustainable impact through all aspects of our business, including our supply chain, is reflected in the prioritization of sustainability in our values. In ensuring quality and sustainability, we assess our suppliers and subcontractors based on our defined supply chain management guidelines, which details the requirements for selecting suppliers and subcontractors. We have adopted best practices such as the deployment of a Quality Management Systems (QMS) questionnaire for supplier screening, conducting market research to identify and include local suppliers, and provision of project standardized contracts for subcontracting. We also encourage our subcontractors and suppliers to fulfil the highest standards and to introduce state-of-the-art technology into their trade.

As a contribution to the growth of the Gross Domestic Products (GDP), we engage Small and Medium Scale Enterprises (SMEs) in our procurement chain and actively open opportunities to them through our vendor management.

## 4.2.4 TAX

Julius Berger understands the importance of tax in the development of our local economy, as such we ensure transparency and accountability in our approach to taxation.

Our total taxation in payment to the government in 2020 was 3.2 billion. In the reporting year, we recognized a total income tax of N2.3 billion. As required by the Companies Income Tax Act, our liability for current tax was calculated based on the Companies Income Tax Act

(CAP C24 LFN 2004) as amended to date and tax rates that have been enacted or substantively enacted by the end of 2020 financial year. Our current tax is made up of corporate income tax of N1.2 billion, paid at 30% of taxable profits in 2020, an education tax of N281.7 million which is 2% of our assessable profit, and a policy trust fund levy of N416,000. This also includes the effect of expenses that are not deductible in determining taxable profit to the sum of N1.7 billion.

Our taxation across different requirements is depicted below:

	2018 (N'000)	2019 (N'000)	2020 (N'000)
Income tax expense at 30%	3,059,300	4,175,644	1,156,993
Education tax	273,149	455,583	281,734
Police trust fund levy		-	416
Effect of expenses that are not deductible in determining taxable profit	261,582	450,432	1,728,855
Deferred tax charged in the current year	570,802	(36,998)	(846,458)
Total income tax expense recognized in the current year	4,164,833	5,044,661	2,321,540

Calculations of our deferred tax are based on the applicable tax rates as expected in the period when the liability is settled or the asset realized, as aligned with the reporting period.

We acknowledge that there are many transactions and calculations for which the ultimate tax determination is uncertain, and liabilities for anticipated tax audit issues based on estimates of whether

additional taxes will be due. Taxable profit differs from profit as reported in the income statement as some income or expense items are taxable or deductible in different years or may never be taxable or deductible. The Group's liability for current tax is calculated based on Companies Income Tax Act (CAP C24 LFN 2004) as amended to date and tax rates that have been enacted or substantively enacted by the end of the reporting date.

## 4.2.5 INDIRECT ECONOMIC IMPACTS

Julius Berger has played a pertinent role in the socio-economic development of Nigeria through its business operations over the last 50+ years, during which, we have continuously contributed to economic prosperity and sustainable development across Nigeria.

In our dedication to making a difference, we invested over N402 million into socio-economic development activities in 2020, N322 million of which invested to support the COVID-19 response and recovery plan of the Federal Government of Nigeria, including the donation of healthcare equipment to dedicated COVID-19 treatment and isolation centres across the nation.

The reliable completion of our projects to the highest standards, has enhanced urban-rural mobility connection, with an indirect boost in the local market and attracting of industrial and economic investments. We have also created direct and indirect jobs across our supply chain through the execution of significant projects across the Nation.

In 2020, we laid the foundation for the Federation of Construction Industry (FOCI) Artisanal Skills Development Academy. Aimed to improve the human capital within the construction industry in Nigeria, the academy is situated in the nation's capital city, Abuja, and hosts varying training workshops in fields such as carpentry, masonry, plumbing workshop, and welding. Ultimately the Academy will train skilled construction workers to help

close the technical competency gap in the industry.

As a leading construction company, we continue to contribute to intellectual and local content development in Nigeria through research and technology transfer. In our capacity, we have shared our innovative research findings and our technical knowledge on engineering and construction at professional and educational platforms. These contributions have impacted the advancement and implementation of construction-related methodologies, procedures, and solutions, thus, further influencing progress in best-practice standards in the building and construction sector in Nigeria.

## 4.2.6 PREFABRICATED AND MODULAR CONSTRUCTION

In enhancing our competitive advantage and sustainable value creation, we have deployed several technical innovations in building better and executing world-class construction solutions. These have afforded us cost-effective and time-saving benefits, qualitative standards, and waste reduction in our project delivery.

One of the innovative solutions we use at Julius Berger is prefabricated/modular construction, a method that involves creating joinable components of projects off-site, in the form of products, for assemblage on site. The structural components (modules) are produced at our off-site yards, using our state-of-the-art fabrication facilities, and then transported to the project sites for use during construction. We have used this

solution across our construction projects – at one or several stages in our project life cycle.

Through our investments in prefabricated and modular construction, we ensure quality at the micro-level, optimise resources, save time, and deliver projects that fit the needs and expectations of our clients with the utmost efficiency. Consequently, this methodology has helped to minimize the risk of substandard materials, navigation of site activities in challenging locations and in providing improved precision on our projects.

Overall, we remain committed to providing innovative solutions that promote value creation to our clients while protecting our host communities which ultimately reduce negative environmental impact and potential disruption to host communities.

## 4.2.7 DIGITIZATION - DESIGN TECHNOLOGY, VIRTUAL DESIGN AND CONSTRUCTION

At Julius Berger, we run a vertically integrated business that enables us to deliver world-class products and services to our clients. Across our business chain, we acknowledge the role technology and digital innovation plays in supporting our clients to sustainably transform their ideas into reality. As we continue to invest in digital infrastructure and technology tools, we ensure that our employees are up to date with industry trends and the latest practices on design technology and

digitization in the construction industry. In 2020, some of the training we provided for our employees are Digital Construction System – Building Information Modelling (BIM), AutoCAD Civil 3D Software Training, and Sustainable Development Policies, Practices and Technologies in Construction. Other digitization training provided to upskill our team include:

- Design in reinforced concrete construction with beam models
- Autodesk, AutoCad, Autodesk Revit for Architects
- Lean Design & Construction Workshop
- Workshop on MOC 55217 Sharepoint 2016 Power User
- MS Excel Basics
- MS Access Basics
- MS Access Structure
- Advanced Mechanical, Electrical and Plumbing
- Today Engineer - Tomorrow Sales Engineer
- Primavera Training
- Windows Server 2012 - Remote Desktop
- Congress Infrastructure digital planning and building 4.0

manage project execution efficiently and enhance the user experience for our clients.

Our design and engineering business, PrimeTech Design & Engineering Nigeria (PrimeTech), leverages the latest digital tools and software in its design and visualization. Through digitization, PrimeTech has delivered top-notch solutions that capture clients' visions and give multi-dimensional virtual experiences. With this digital advantage, our clients

are empowered and better positioned to analyze options and scenarios ahead of the commencement of construction work.

In addition, our engineering team leverages insight from data and modelling scenarios to minimize risk and better handle unprecedented events across construction sites.

In delivering excellence and innovation to our partners, we are exploring Artificial Intelligence and other technology enablers to automate our processes and procedures, including our health and safety, thereby saving time, reducing cost and minimizing risks in our construction. We will continue to evolve and grow to meet the present-day and future needs of our clients and stakeholders.

### Design and Engineering at Julius Berger International

One of the core competencies of Julius Berger International is design and engineering. JBI has built an enviable strength as it combines all design and planning phases in one, connecting the value chain from concept to execution. Through this innovative approach, we have continued to give our clients the seamless delivery of comprehensive solutions.

We have leveraged digital innovation in delivering unmatched value across four areas such as architectural design, structural design, mechanical, electrical, and plumbing as well as infrastructure design. Our team uses interdisciplinary 5D BIM models in optimizing results through their expertise.

Building on these quadrants of design, we provide holistic solutions with quality and creativity, as the Lead Designer Plus.

## SPOTLIGHT 1: EVONIGGLASS

Construction solution  
for the SDG 9  
(EVONIGGLASS, an  
innovative product of  
ABUMET Nigeria Ltd.)

### PROTECTED AND PERSONALIZED GLASS SOLUTION

Sustainable industrialization, innovation, and infrastructure are pertinent in driving growth through technologies, international trade, and enabling resource efficiency. They further create dynamic and competitive economic forces that generate jobs and revenue in line with the SDG 9 of the United Nations.

Innovation is at the core of our operations across the Julius Berger group of companies and in our contribution to industrialization and sustainable infrastructure. As such, our subsidiary Abumet Nigeria Limited launched EVONIGGLASS, an insulated glass unit production line in 2020. This innovative offering provides customers customization opportunities for double and triple glazing products of high quality, produced with the latest technology and expertise in Nigeria, in accordance with leading international industry standards.

EVONIGGLASS was designed to meet the market need for a made-in-Nigeria glass processing with excellent quality and durability, suitable for all types of infrastructure and industrial finishing. We have designed EVONIGGLASS with up to triple glazing insulation, providing our clients with solutions that reduce cooling costs, reduce noise and deliver greater security.

### The insulation option

**Double glazing:** The double-glazing unit combines two glass panes into a strong, single system. The two panes of glass are separated by either an air vacuum or filled with argon gas based on your required specifications.

**Triple glazing:** This unit incorporates a third pane of glass between the inner and the outer panes of double glazing to create two airlocks. This third pane offers even further energy-saving capabilities, soundproofing benefits and customization options.

### Unmatched benefits

Top among the benefits of EVONIGGLASS are:

**Energy efficiency:** When compared to single pane glass, EVONIGGLASS units have better energy efficiency, with double glazing achieving 44% improvement, while triple glazing gives 62.7% increase in efficiency.

**Noise reduction:** With its insulation feature, EVONIGGLASS is a great privacy-enhancing and noise reduction solution.

**Reduced condensation:** Condensation, in whatever property size, is effectively reduced up to 45% with the desiccant fillers in the EVONIGGLASS.

**Improved aesthetics:** EVONIGGLASS adds a high-quality finish and enables more flexibility for combining various configurations of glass colour and

finishings.

**Safety & security:** The insulated glass units are more secured, robust and harder to break or damage, due to the double and triple glazing.

**Reduced UV exposure:** EVONIGGLASS protects rooms and furnishings from the risk of harmful UV lights and sunrays, helping to prevent fading and superficial damage.

## PRODUCT CATEGORIES

### 1. EVONIGGLASS Standard

EVONIGGLASS Standard is a range of solutions designed to save energy and maximize light. Using a combined application of Solar Control and Insulation Properties, this category helps to reduce air conditioning energy costs by preventing the escape of cool air from within your home or building, while also ensuring noise reduction and comfort.

#### Features and benefits:

- Save energy and maximize light
- Reduced energy consumption
- Improves daily comfort

### 2. EVONIGGLASS Plus

EVONIGGLASS Plus is an optimized range of solutions with all the benefits of our Standard category, with the addition of Low-E Solar Control. This provides even greater efficiency and cost savings



due to reduced energy consumption. Our Plus category offers a wide range of glass color and customization options, including low light reflection.

#### Features and benefits:

- Low-E Solar Control
- Reduced energy consumption
- Wide range of customizations
- Cost saving potential

### 3. EVONIGGLASS Premium

EVONIGGLASS Premium is our top-of-the-line range of quality double or triple-glazed solutions, offering customers the greatest value, maximum benefits and a large range of customization options,

plus exceptional aesthetics across board. Our Premium range is ideal for implementation into sustainable buildings and Green Building Certifications.

#### Features and benefits:

- Lowest UG value properties
- For hard and soft-coated glass
- Highest level of natural light
- Superior Solar Control

## 4.3 SOCIAL INCLUSION

As a leading company in the construction industry, we recognize the role our operations play as partners in our society. Given the size and reach of our company, we are continuously seeking new ways in which we can forge strategic partnerships to create shared value for the company and the country, including our communities and employees. As such, we maintain excellence in our health and safety standards and focus on compliance with the relevant regulations pertaining to respect of human rights.

Julius Berger continues to support its local communities and stakeholders through corporate social responsibilities that include increasing employment opportunities, targeted social investments and providing the platform for constant engagement to identify areas of impact.

### 4.3.1 EMPLOYMENT

Weathering the challenges of 2020 showed the determination and commitment of our staff. Despite the disruptions we faced, we were able to swiftly adjust to new ways of working and reinvent the ways in which we engaged with each other.

As a leading corporate citizen with a far-reaching sustainable impact, Julius Berger Nigeria Plc is invested in supporting Nigeria to achieve its greatest potential by enabling growth through investments in capacity building of people

and technology transfer. As a company, we take great pride in our efforts towards developing the human capital pool and increasing employability of individuals.

Our company believes in the importance of diversity and equality, as such, we provide equal opportunities for all during our recruitments, career developments, training, and promotions. In 2020, we recorded a 5% increase in our workforce, growing from 11445 in 2019 to 12217 in 2020.

Over 4500 employees have spent at least 5 years working with us at Julius Berger. They have stayed committed to our vision and demonstrated our core values in their respective duties.

Our employees are our assets, and we believe promoting their well-being and development creates a shared value for both the company and the employees. All our female employees are entitled to maternity leave for a period of 4 months. In 2020, we recorded a 100% return to work rate for our employees that went on maternity leave.

Julius Berger Nigeria Plc employees are entitled to other benefits such as:

- Medical insurance,
- Contribution to pension funds,
- Life insurance,
- Bonus payments and leave allowance

### 4.3.2 OCCUPATIONAL HEALTH AND SAFETY

Our company remains committed to prioritizing the health and safety of our employees and contractors through the Health, Safety and Environmental (HSE) Management System which allows us to protect our people and the environment, thus contributing towards our success factor. Our Occupational Health Policy guides our approach to managing potential illness or adverse health effects to our employees arising from interacting with harmful substances or accidents.

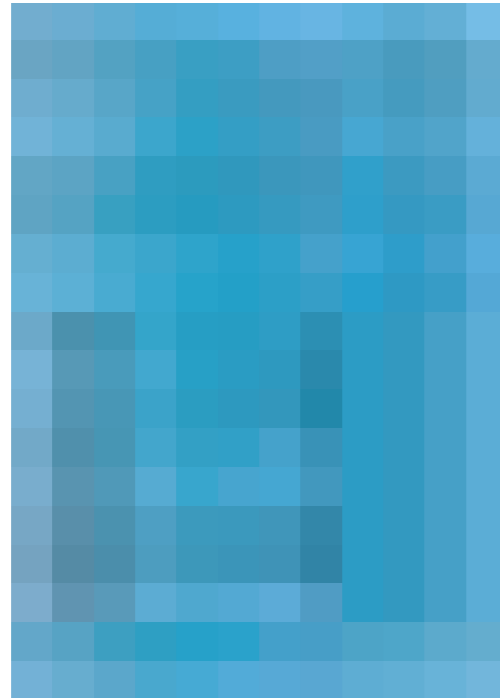
Despite our unwavering emphasis on safety, we recorded HSE-related incidents during the year. However, we are continually conducting risk assessments to identify potential risks and implement the required control measures to eliminate or minimize potential health risks. To track and monitor performance, we conduct periodic audits on occupational health and safety procedures across locations. Given the type of elements our employees are exposed to, we ensure their exposure to potential hazardous substances and atmospheres are minimized through enforced use of Personal Protective Equipment (PPE) as defined in our Occupational Health Policy.

As a result of the unprecedented outbreak of the COVID-19 virus, we responded by

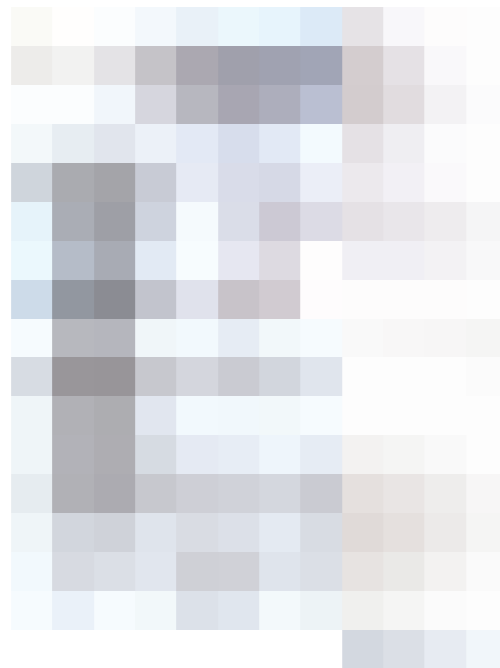
putting in place strict safety protocols within our offices and operational sites which has helped us to carry on with our operations in a safe manner. As various states in the country announced restrictions, our Management made an informed decision to close all offices and reduce operations in compliance with the directions from the Federal and State Governments. Management also set the tone from the top by promoting constant awareness and education with regards to all the risks posed by the virus.

We promote occupational hygiene and safety using numerous communication materials, enforce compliance, as well as ensure qualified medical personnel and facilities are available to our staff at all locations in case of incidences. Our Health and Safety team provided constant COVID-19 status updates and safety measures such as hand washing techniques, floor marks for social distancing and infection prevention to all staff in the form of posters, flyers and emails. These COVID-19 protocols attributed to our success as a business in 2020 as they enabled operations to continue, whilst ensuring that staff were protected during the pandemic.

Julius Berger continued to invest heavily in HSE training for staff at all levels within the organization and COVID-19 awareness training remained a priority throughout 2020.

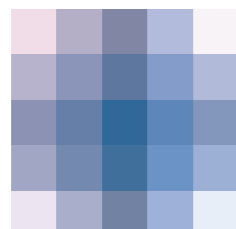


A fundamental component of our culture and business practice is the health and safety of our staff, as such, we believe that equipping our employees with improved knowledge on HSE processes is a top priority. All our employees, their spouses and children (four) are provided free and standard non-occupational medical and health care service under our health insurance policy, through which we maintain a strict confidentiality agreement with our health management organization. As the company enforced a work from home policy in 2020 for non-essential personnel, training sessions were conducted virtually, allowing us to have a wider reach. Julius Berger trained 1,249 employees on various Health, Safety and Environment matters, with six (6) HSE-related trainings unrelated to the COVID-19 virus.



The table below shows all the HSE related trainings conducted in 2020 and the number of participants attended.

s/n	Stakeholder	Number of participants
1	Hazard Recognition and Control	398
2	Defensive Driving	648
3	Food Handlers	39
4	First Aid	20
5	Fire Safety and Use of Fire Extinguishers	36
6	First Aid at Work	11

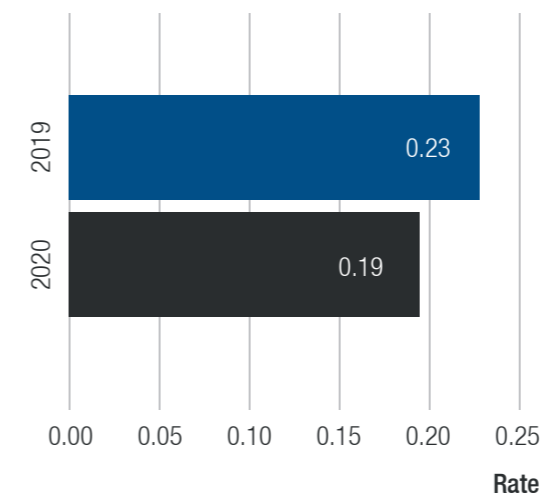


### Lost Time Injury Frequency

Quarterly audits are conducted on all Julius Berger Nigeria Plc sites, including monthly HSE inspections and weekly walkabouts. These regular visits enable us to identify existing or potential hazards and are part of the duties of our HSE officers.

In 2020 we achieved record safety performance reflected as a 0.19 Lost Time Injury Frequency Rate (LTIFR). Although this may have been impacted by the pandemic and our stricter operation protocols, it is an improvement from our 2019 recording of 0.23 and affirms our determination and commitment as a company to be injury and incident free.

Our performance is an indicator of world-class HSE performance as we performed extremely well in comparison to that of leading global companies in similar sectors. The score shows that we had less than 1 Lost Time Injury for every five million man-hours worked, which is an exceptional record especially for a high operational risk industry such as the construction industry.



### 4.3.3 TRAINING AND EDUCATION

As a business, we are committed towards investing in the long-term development of our employees. Our goal as a company is to enhance the skills of our employees and contractors via training and development programs aimed at capacity building and overall professional development.

Through our investments in training programs, we are reinforcing the specialized knowledge to deliver high-quality performance and support the long-term employability of our staff whilst increasing the employability rates of the Nation's workforce.

In 2020, we conducted a variety of training sessions, workshops and courses targeted at professional development, management/ supervisory, occupational development and HSE for our staff and contractors as outlined in the table on page 57.

We are proud to report that the COVID-19 restrictions did not hinder our dedication towards the development of our employees as we deployed eLearn courses focused on their occupational development in October 2020.

A total of nineteen (19) eLearn's were completed by fifty-five (55) employees during the last quarter of 2020.

We are continuously carrying out knowledge transfer by conducting research & development and engaging in opportunities to share our know-how on technical innovations in the construction and engineering fields. Through our Federation of Construction Industry (FOCI) artisanal skills development academy, we house world-class dual vocational apprenticeship training programs aimed at improving the skills of the nation's workforce in the construction, masonry, plumbing and carpentry industries. The aim of this program is to upskill individuals in order to preserve

jobs and careers whilst maintaining a means of livelihood for workers, despite the threats and challenges faced by the construction industry. Our partnership with the Federation of Construction Industry and the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) to construct the JBN-FOCI Skills Academy demonstrates our commitment to innovation. Through this partnership, we will create a lasting impact by adequately equipping construction tradesmen and women through a world-class dual vocational apprenticeship training program.

Economic performance	FY 18	FY 19	FY 20
Executive Management	2	2	36
Management	2	4	72
Senior Staff	19	316	5688
Junior Staff	17	1603	28854
Others (E-learning)	19	55	104
Total	59	1980	34650

### 4.3.4 CUSTOMER HEALTH AND SAFETY

Given the nature of our business and our core principles, our focus extends beyond the construction of high-quality buildings and infrastructure but also to guarantee the health and safety of our clients during and after construction. Our quality management system at Julius Berger is certified in accordance with internationally recognized quality standards, ISO 19001: 2015, which provides assurance that our expertise and experience as a leading construction company is providing construction solutions of high levels of safety. Our overall Corporate HSE performance is driven by our Managing Director and cascades down to each business and service unit manager and employee.

Different elements to our business operations require specific safety measures to mitigate risks that may arise, as such, we have different policies ranging from road safety to health and safety, all tailored to address possible risks from our activities.

#### ROAD SAFETY

Road transportation is a major activity of ours and we remain committed to complying with all the local traffic regulations and the continuous improvement of our road safety procedures. Our drivers ensure this by:

- Compliance with the Nigerian Highway Code and Julius Berger Nigeria Plc policies and procedures
- Adopting defensive driving techniques
- Refraining from driving under the influence of substances
- Receiving yearly routine medical check-ups including biannual eye tests
- Attending weekly toolbox meetings



#### SUBSTANCE ABUSE

To guarantee the safety of our customers and employees, we have a zero tolerance for alcohol, drugs and other banned substance abuse across all our operations. We do this by:

- Avoiding consumption of alcohol or being under the influence of alcohol/drugs while performing duties.
- Conducting regular monitoring of compliance through inspections and drug/alcohol testing.



#### HEALTH & SAFETY

Effectively managing our health and safety processes is a prerequisite for achieving success in our business as the health and safety of our customers is top priority.

- We have adopted the principles in the ISO 45001 standards and operate an HSE Management System to improve our HSE performance.
- We comply with the statutory HSE requirements and adopt the applicable best practices of the industry,

As a requirement of the Nigerian Environmental Impact Assessment Act, a full Environmental and Social Impact Assessment is required before embarking on public and private sector development projects. In compliance with the law, an assessment of the impacts of our operations are conducted by consultants and the report submitted to the Federal Ministry of Environment prior to the commencement of all construction activities.

In 2020, we recorded a 100% compliance rate with regards to all regulatory and voluntary codes. This achievement is due to our regular consultations and engagements with stakeholders which has improved our ability to ensure our customers consistently benefit from good quality services.

### 4.3.5 SECURITY PRACTICES

We pride ourselves in being an ethical company, which is why we are committed to the protection of the fundamental human rights of all our stakeholders. We are aware of the potential risks which may arise from the use of excessive force thereby violating human rights by security personnel. To attest to this, Julius Berger ensures our security personnel are appropriately trained on human rights issues.

Our Supervisors, Senior Security Officers (SSOs) and Security Officers (SOs) receive regular training on the organization’s policies on HSE and human rights, which are then cascaded down to their subordinates. Additionally, our third-party security guards receive training from their respective companies who sign contractual agreements to operate in a professional and careful manner.

### 4.3.6 LOCAL COMMUNITIES

As an indigenous company, Julius Berger Nigeria Plc is committed to conducting business in a socially responsible manner. We understand that our business operations have an impact on those around us. As such, we act within the laws and respect the customs and traditions of the country and communities in which we operate, while contributing to society in a responsible manner. We have also put in place mutually beneficial grievance resolution solutions which aid in reducing the impact of our operations on host communities’ environment.

We understand the role of local and host communities in the success of our business and we are committed to achieving and maintaining good working relationships with our host communities throughout Nigeria. This commitment is prioritized through:

- Maintaining high ethical standards in our operations
- Minimizing the risk of potential conflict that may impact upon community relations
- Investigation of complaints and identifying the underlying causes of misunderstanding in order to resolve them
- Prevention of potential work stoppage through proactively building positive relationships with communities

We remain dedicated to impacting sustainable progress in Nigeria through our corporate social responsibility initiatives. In the year 2020, we celebrated our 50th anniversary since our incorporation in Nigeria. Given the peculiarity of the year 2020, our company also actively sought opportunities to create impact within our communities, further entrenching partnerships towards socio-economic development. To celebrate our 50th anniversary and reinforce our commitment towards combating COVID-19, we carried out corporate social responsibility initiatives valued at ₦402.2 million and donations amounting to ₦173.5 million.

The COVID-19 pandemic brought to the fore the peculiar challenges experienced by many in Nigeria such as food insecurity and lack of access to



healthcare. As a company, we partnered with the government at various levels and healthcare providers to provide some relief for the most vulnerable in society.

#### Food for Our Communities Campaign

We recognized that households’ needs were negatively impacted as a result of the restrictions around movement thereby threatening food security. We donated over ₦125 million worth of food relief packages to communities across the country. In collaboration with our subsidiary, Abumet Nigeria Limited, we used our creativity and manufacturing capabilities to provide personal protection equipment, beds and partition walls to

be used in hospitals. In total, 849 beds, 140 partition walls, 1815 PPE and 1 ambulance were distributed to healthcare centres across the country.

#### Supporting our communities

To help prevent the spread of the COVID-19 virus and reassure the general population of the reduced risk of transmission, we partnered with KLEENOL, DFortune, German Tech, and Viprone to conduct fumigation exercises across strategic transport hubs within Lagos state.

We also donated guard posts and office stations to the Nigerian Police Force and Vehicle Inspection Service to help in their operations.



### 4.3.7 SOCIOECONOMIC COMPLIANCE

Socio-economic compliance remains a prime concern for Julius Berger as a responsible and ethical company. We are fully compliant with all the relevant laws and regulations pertaining to our business in construction and other related industries. We are also committed to achieving excellence in our complaints management as guided by our Complaints Management Policy, which has been developed to:

- Make information available to all on the complaint management process in the Julius Berger Group; and,
- Establish procedures for the complaint management process in the group

We ensure that all complaints against Julius Berger are resolved by applying the following principles:



VISIBILITY



ACCESSIBILITY



OBJECTIVITY



FAIRNESS & EQUITY



RESPONSIVENESS



RESTITUTIONS



CONFIDENTIALITY



ACCOUNTABILITY

## SPOTLIGHT 2: PARTNERSHIPS FOR HEALTH DEVELOPMENT

### Founding pillar of NIBUCAA

As of 2020, about 1.4% of Nigerian citizens between ages 14-59 live with HIV/AIDS, ranking Nigeria 3rd on the global HIV prevalence rankings. Spurred by the passion and efforts of the private sector, the Nigerian Business Coalition against HIV-AIDS (NIBUCAA) was established led by the National Agency for the Control of AIDS (NACA).

The main goal of this coalition is to aid businesses in implementing HIV and AIDS programs in the workplace to contribute towards the HIV national response, which can be achieved through:

- Research and development into HIV and AIDS in Nigeria
- Marketing of products and services which support treatment of HIV and AIDS
- Social campaigns to raise awareness for HIV and AIDS
- Boost HIV Testing Services (HTS)

## 4.4

# ENVIRONMENTAL RESPONSIBILITY



Handing over ceremony of the NIBUCAA office donated by Julius Berger Nigeria Plc in Abuja.

Julius Berger Nigeria Plc is a founding member of NIBUCCA and we strongly believe that businesses have a collective leadership role to play in the multi-sectoral response to societal issues such as HIV and AIDS.

To show our continuous commitment to social responsibility and the health and safety of workers and citizens across the country, we donated a fully functional office and secretariat to the Nigerian Business Coalition against HIV-AIDS

(NIBUCAA) in Abuja FCT. This new office is planned to be a secretariat from where NIBUCAA will extend its enlightenment programs and assistance, including HIV testing services, to communities, the youth population and workplaces within the Northern states.

We will continuously fulfil our commitment towards this cause, as we work towards achieving an AIDS-free society, a healthy population and engender all-round development for Nigeria.

The global threat of climate change has further emphasized the importance of mitigating and adapting to our growing environmental impacts such as material environmental impacts, energy efficiency and CO2 emissions. We remain environmentally conscious when conducting our business operations and ensure our materials, energy use and CO2 emissions are conscious of and fully compliant with all relevant environmental laws and legislations.

We will continue to reassess our business operations and develop new business models that are more environmentally friendly through innovation and the formation of strategic partnerships with a common goal of being a respected partner for progress.

### 4.4.1 MATERIALS

At Julius Berger Nigeria Plc, we strive to solve construction challenges that meet current and future needs, without compromising the availability of natural resources. As a responsible leader and a strategic partner in the construction industry, it is our responsibility to devise new and innovative solutions that are environmentally friendly while delivering value to our customers and society.

We continue to invest in innovative approaches in our use of materials and have pioneered the use of the cold recycling methodology in Nigeria

- a highly efficient and environmentally friendly solution for road reconstruction. This method, used at the Abuja-Kaduna-Zaria-Kano Road, involves five (5) steps where damaged asphalt and base course is milled and treated using a precisely metered method to produce a mix of bitumen-stabilized material for paving the base layer of the new road. This method has allowed us to reduce our construction time, improve cost efficiency and most importantly reduce environmental impact and conserve resources.

### 4.4.2 ENERGY (USAGE/ EFFICIENCY)

Becoming more energy efficient is important to us as a business as we endeavour to reduce our carbon footprint across our operations. With the implementation of the ISO 14001 principles across all our sites and offices, we have executed measures to reduce our consumption of energy and devise innovative solutions to improve our energy efficiency.

Some of the important actions adopted at Julius Berger include:

- Switching off computers and monitors at the end of the day
- Switching off lights and equipment in empty rooms
- Use of recyclable materials where possible

### 4.4.3 ENVIRONMENTAL COMPLIANCE

Being an environmentally conscious company, our goal is to operate and grow responsibly with an eye towards minimizing the impact of operations on the environment while promoting environmental stewardship and protection. As such, environmental compliance remains a top priority of Julius Berger Nigeria Plc. We are fully compliant with the Environmental Laws of Nigeria and conduct Environmental Impact Assessments, Environmental Audits and regular Environmental Compliance monitoring for all our facilities.

In line with the company's health, safety and environmental (HSE) policies and procedures which are predicated against the principles of ISO 45001 & ISO 14001 and global best practices, we constantly monitor our environmental performance for continual improvement.

The company's Monthly HSE Report and Quarterly HSE Audit reports are used to monitor environmental compliance.

### 4.4.4 EMISSIONS (CO2 REDUCTION)

Julius Berger is constantly reviewing its operations and investing in identifying potential solutions toward reducing emissions related to our business activities across all operational levels. This commitment is supported by the significant investment made towards our fleet modernization process, which seeks to deliver operational and technical modifications to our fleet in a cost-effective manner.

### SECOND RIVER NIGER BRIDGE

In 2018, Julius Berger Nigeria Plc was awarded the contract by the Federal Ministry of Works for the construction of a second bridge across the River Niger between Asaba in Delta State and Onitsha in Anambra State. The project comprises of the construction of a 1.6km long bridge, 10.3km highway including Owerri Interchange and a Toll Station with 16 toll booths.

Being pioneers in technology and a committed partner in the development of the country, the completion of this key national infrastructure will contribute to the socio-economic progress of the surrounding states as it will facilitate trade and smooth transportation to and from South-East Nigeria, as Onitsha is one of the main trading hubs in the county. It is part of the Trans-African Highway which aims to connect Nigeria to Benin Republic in the West and to Cameroon in the East with the ultimate goal of alleviating poverty in Africa, and act as a catalyst to socio-economic growth and advancement for the people.

We have invested in innovative solutions to improve the soil quality through the use of materials that stabilize the site ground and help reduce construction time.

## SPOTLIGHT 3 PROMOTING ENVIRONMENTAL STEWARDSHIP THROUGH INNOVATIVE CONSTRUCTION

### Second River Niger Bridge and Abuja-Kaduna-Zaria-Kano Road



These solutions include:

**Geotextile:** a permeable fabric when utilised with soil, can filter, separate, reinforce or drain and provide:

- Basal reinforcement of embankment;
- Safe accommodation and distribution of vertical loads;
- Shorter construction times due to rapid subsoil consolidation.

**Prefabricated Vertical Drains (PVDs)** was utilized to:

- Accelerate drainage of soil (faster settlements);
- Reduce long-term settlements;
- Shorten construction time.

Soil improvement through the use of Geotextile Encased Sand Columns (GEC) which aid in:

- Foundation method for embankments on surfaces with low bearing capacity;
- Speeding up the settlement and consolidation process of Mega-drains;
- Settlement within the construction period.

## ABUJA-KADUNA-ZARIA-KANO ROAD (AKR)

Julius Berger Nigeria Plc was awarded the contract by the Federal Ministry of Works for the rehabilitation of about 25%, 380km of the Abuja-Kaduna-Zaria-Kano Road, which is considered to be one of Nigeria's most important highways connecting key northern states.

The rehabilitation of this road is vital to the nation's socio-economic integration and development as it will enable the movement of people and commodities from the North to the South and vice versa - thereby uniting the Nigerian people and economy and connecting Nigeria to North Africa via the Lagos-Algiers Trans-African Highway.

We are the pioneers in the use of cold recycling methodology in Nigeria, a highly efficient and environmentally friendly solution, in which the base layer of the road is produced by recycling the milled off bonded and unbonded pavement using a five-step method.



Three phases of the Abuja-Kaduna-Zaria-Kano Road.

## FORWARD FOCUSED



The steps include:

- The existing (damaged) asphalt and base course is milled at full depth and transported to a nearby site yard for processing at a mobile batching plant after crushing;
- The granulated material is treated utilizing a precisely metered method to produce a homogenous mix of bitumen-stabilized material (BSM) for paving the base layer of the road;
- The road layers are prepared by pre-spreading cement and stabilizing the subgrade so that the produced base layer can be paved/placed;

- The asphalt surface course is paved at an increased depth of 12 cm by using polymer modified bitumen (PMB) for the hot asphalt mixes.

Some of the benefits of using this solution cut across the environmental, social and governance pillars. They include:

- Improved road safety;
- Increased interstate connectivity, thus driving local economy;
- Conservation of resources;
- Reduced environmental impact.

## 5.1 FORWARD FOCUSED

As a responsible and ethical company, we understand the importance of forming strategic partnerships in the industry we operate. Our partnership goals are in-line with fostering sustainable innovations, practices and operations that contribute positively towards the global shared efforts in accelerating sustainable development. Being a key player in the construction industry has allowed us to assess the impact of our business and seek new opportunities that enable us to promote the adoption of best practices in the sustainable construction space within Nigeria.

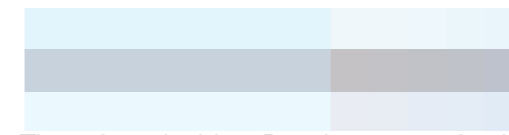
Julius Berger Nigeria Plc is making great strides towards embedding Sustainability into its core business practices in accordance with United Nations Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC). The UN Global Compact serves as a call towards ensuring that companies and organizations drive awareness and action in support of achieving the 17 Sustainable Development Goals (SDGs) by 2030. As such in this 'Decade of Action' we commit to making the SDGs

and Global Compact part of our company strategy and a reflection of our ability to create value in the areas where we operate.

As a company, we aspire to operate our business in a manner that exceeds the ethical, economical and public expectations of society by supporting and advancing the development of our clients, partners, employees, host communities and Nigeria as a whole. Through our commitment to the UNGC as well as our involvement with SDG goals, we have engaged in several activities to foster our commitment.

Through our first-ever Sustainability Report, we hope to make a clear statement by pledging to strengthen our sustainability efforts going forward, while ensuring that impact is felt across the board as it relates to protecting human rights, adhering to international labour standards, safeguarding our environment and working against corruption. Ultimately, Julius Berger aims to leave a lasting positive impact on society while identifying as a partner for progress.

## THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

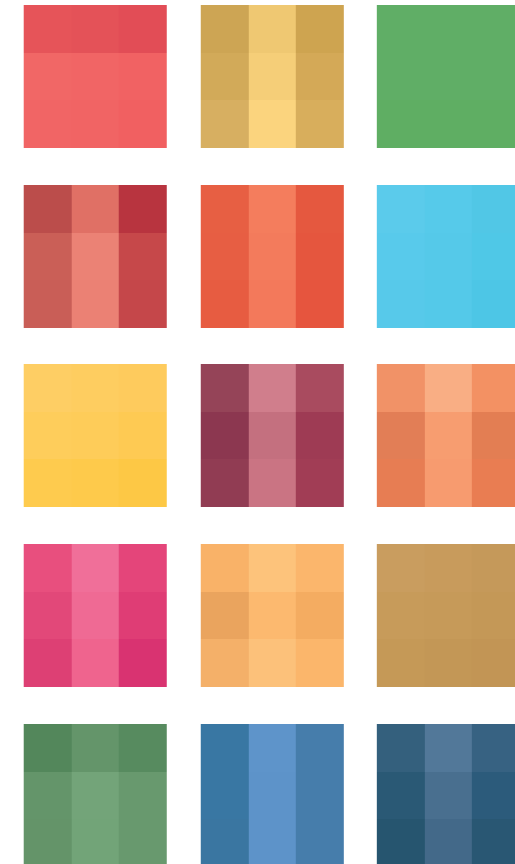


The Sustainable Development Goals (SDGs) provide a shared plan for peace and prosperity of people and preservation of the planet. The SDGs have been adopted by all member states of the United Nations since 2015 with the aim of achieving sustainable development by 2030.

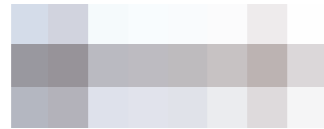
The blueprint provides 17 SDGs for developing and developed countries as a call for climate action through global partnership. The SDG's have mapped out direct links between poverty reduction and strategies that reduce inequalities, increase economic growth and boost education and health.

Julius Berger Nigeria Plc remains committed to partnering with organizations and the Federal Government of Nigeria to make the achievement of the United Nations Sustainable Development Goals a reality.

Utilizing our sustainability strategy, Julius Berger Nigeria Plc is currently contributing to 15 of the 17 Sustainable Development Goals as shown:



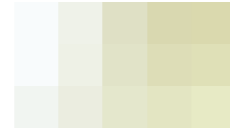
## THE UNITED NATIONS GLOBAL COMPACT (UNGC)



The United Nations Global Compact is a non-binding United Nations pact to inspire businesses worldwide to adopt and align their operation and strategies to be more sustainable and socially responsible policies, while reporting on their implementation. UNGC aims to mobilize a global movement of sustainable companies to aid sustainable development.

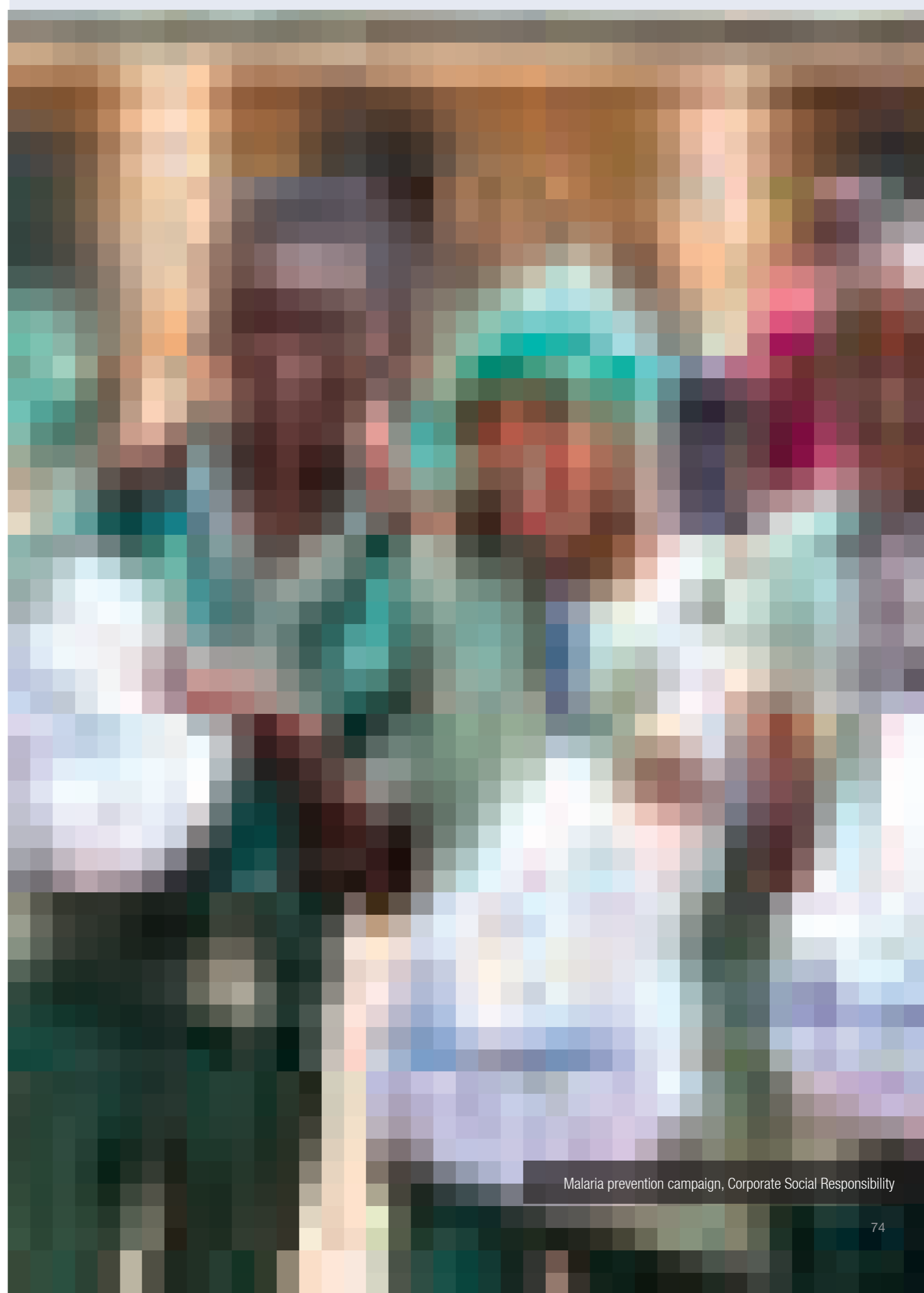
Julius Berger became a signatory to the United Nations Global Compact (UNGC) in 2016, and we have remained committed to supporting all 10 UNGC Principles of human rights, labour rights, the protection of the environment, and anti-corruption; and several SDGs including (but not limited to) SDG6, SDG8, SDG10, SDG11 and SDG13. We are particularly active in supporting principles and policies on human rights, labour, the environment, and anti-corruption. In working towards these goals, we have specifically focused on goals directly aligned with our corporate strategy, company culture and our day-to-day operations as we take actions towards advancing societal goals.

## NIGERIAN STOCK EXCHANGE



The Nigerian Stock Exchange (NSE) plays a crucial role in supporting economic growth by providing an efficient and sustainable capital market. The Nigerian Stock Exchange recognizes the impact of sustainability performance on the overall performance of businesses. While governments have historically initiated and led sustainability policies and regulation, market regulators and operators such as the NSE are increasingly playing a central role in encouraging good corporate governance and transparency among companies or Issuers listed on their stock exchanges.

Julius Berger Nigeria Plc has been listed as an issuer under the Nigerian Stock Exchange since 1991. Julius Berger is also a member of the premium board which showcases companies who are industry leaders in their sectors of the Nigerian Stock Exchange. The principles and core elements of sustainability by the NSE align with most of the sustainability goals we have set for ourselves at Julius Berger.



Julius Berger Nigeria Plc	NSE	UNGC	UN SDGs
As our host communities contribute greatly to our successes as a business, supporting initiatives, local business and the local workforce in the regions we operate is key to elevating and advancing these communities.	<p>Focus Area: Social Principle &amp; Elements</p> <p>Principle 8: Businesses should support inclusive growth and equitable development.</p> <p>8.3 Businesses should make efforts to complement and support the development priorities at local and national levels and assure appropriate resettlement and rehabilitation of communities who have been displaced owing to their business operations.</p>		<p>Goal 1: No Poverty</p> <p>Target: 1.1 By 2030, eradicate extreme poverty for all people everywhere.</p>
<ul style="list-style-type: none"> <li>Through our 'Food for Our Communities' campaign we distributed food to communities in Lagos, Ogun, Kaduna, Kano, Niger, Anambra and Delta States as well as FCT.</li> <li>We are ardent in supporting health, education and youth sports programs that foster healthy environments that promote human development and social well-being.</li> </ul>	<p>Focus Area: Economic Principle &amp; Elements</p> <p>3.4 Businesses should regularly review and improve upon the process of new technology development, deployment, and commercialization, incorporating social, ethical, and environmental considerations.</p>	<p>Principle 1:</p> <p>Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Goal 2: Zero Hunger</p> <p>Target: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.</p>
<ul style="list-style-type: none"> <li>Julius Berger Nigeria Plc was proactive in its response to the pandemic in Nigeria.</li> <li>Julius Berger Medical Services Ltd., a medical service provider, serves Julius Berger Nigeria Plc and its subsidiaries (Group) on medical concerns and;</li> <li>Julius Berger Nigeria Plc is a founding member of the Nigerian Business Coalition against HIV-AIDS (NIBUCAA).</li> <li>In line with the company's health, safety and environmental (HSE) policies and procedures which are predicated against the principles of ISO 45001 &amp; ISO 14001 and global best practices, we constantly monitor our environmental performance for continual improvement.</li> </ul>	<p>Focus Area: Social Principle &amp; Elements</p> <p>5: Businesses should promote the well-being of all employees.</p>	<p>Principle 8:</p> <p>Businesses should undertake initiatives to promote greater environmental responsibility.</p>	<p>Goal 3: Good Health and Well-being</p> <p>Target: 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.</p> <p>3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.</p>

Julius Berger Nigeria Plc	NSE	UNGC	UN SDGs
<ul style="list-style-type: none"> <li>We are ardent in supporting health, education and youth sports programs that foster healthy environments for greater human development and social well-being.</li> <li>Our partnership with the Federation of Construction Industry and the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) to construct the JBN-FOCI Skills Academy demonstrates our commitment to innovation. Through this partnership, we will create a lasting impact by adequately equipping construction tradesmen and women through a world-class dual vocational apprenticeship training program.</li> <li>We are proud to report that the COVID-19 restrictions did not hinder our dedication towards the development of our employees as we deployed eLearn courses focused on their occupational development. A total of nineteen (19) eLearn's were completed by fifty-five (55) employees in the last quarter of 2020.</li> </ul>	<p>Focus Area: Social Principle &amp; Elements</p> <p>5.7 Businesses should ensure continuous skill and competence upgrading of all employees by providing access to necessary learning opportunities, on an equal and non-discriminatory basis. They should promote employee morale and career development through enlightened human resource interventions.</p>	<p>Principle 1:</p> <p>Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Goal 4: Quality Education</p> <p>Target: 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p>
<ul style="list-style-type: none"> <li>As part of the COVID-19 Response Team, a coalition with some of our local partners operating in the Lagos region, Julius Berger provided support to the Lagos State Ministry of Environment and Water Resources to disinfect key transportation hubs and the Murtala Mohammed International Airport, Ikeja, in the State.</li> <li>Our Occupational Health Policy guides our approach to managing workplace health, safety and welfare on behalf of our employees.</li> <li>We are continually conducting risk assessments to identify potential risks and implement the required control measures to eliminate or minimize potential health risks.</li> <li>We promote occupational hygiene and safety using numerous communication materials, enforce compliance, as well as ensure qualified medical personnel and facilities are available to our staff at all locations in case of incidences.</li> <li>To track and monitor performance, we conduct periodic audits on occupational health and safety procedures across locations.</li> </ul>	<p>Focus Area: Social Principle &amp; Elements</p> <p>5.6 Businesses should provide a workplace environment that is safe, hygienic, humane, and which upholds the dignity of the employees.</p>	<p>Principle 1:</p> <p>Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>GOAL 6: Clean Water and Sanitization</p> <p>Target: By 2030, achieve universal and equitable access to safe and affordable drinking water for all.</p>

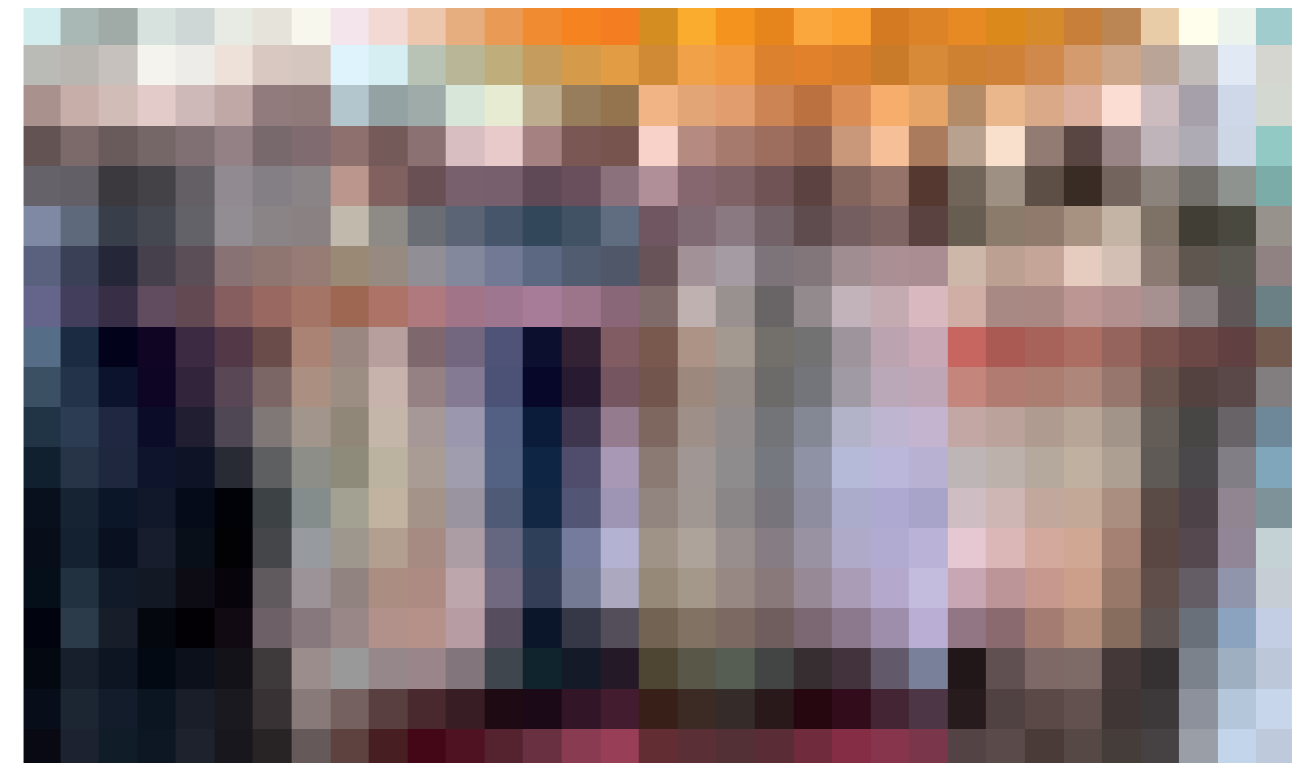


Julius Berger Nigeria Plc	NSE	UNGC	UN SDGs
<ul style="list-style-type: none"> <li>With the implementation of the ISO 14001 principles across all our sites and offices, we have executed measures to reduce our consumption of energy and devise innovative solutions to improve our energy efficiency.</li> </ul>	<p>Focus Area: Environmental Principle &amp; Elements</p> <p>9.4 Businesses should continuously seek to improve their environmental performance by adopting cleaner production methods, promoting the use of energy-efficient and environment friendly technologies and use of renewable energy.</p>	<p>Principle 7:</p> <p>Businesses should support a precautionary approach to environmental challenges.</p>	<p>Goal 7: Affordable and Clean Energy</p> <p>Target: By 2030, ensure universal access to affordable, reliable and modern energy services.</p>
<ul style="list-style-type: none"> <li>Our sustainability efforts seek to support economic viability, environmental responsibility and social inclusion.</li> <li>We have also designed and constructed significant manufacturing facilities, which promote local content, increase domestic production and ultimately contribute to Nigeria's economic growth.</li> </ul>	<p>Focus Area: Economic Principle &amp; Elements</p> <p>3.4 Businesses should regularly review and improve upon the process of new technology development, deployment and commercialization, incorporating social, ethical, and environmental considerations.</p>	<p>Principle 7:</p> <p>Businesses should support a precautionary approach to environmental challenges.</p>	<p>Goal 8: Decent work and Economic Growth</p> <p>Target: 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.</p>
<p>As such, we continually seek to expand our knowledge on progressive construction methodologies and advanced technologies to provide the most effective solutions and services.</p>	<p>Focus Area: Economic Principle &amp; Elements</p> <p>3.4 Businesses should regularly review and improve upon the process of new technology development, deployment and commercialization, incorporating social, ethical, and environmental considerations.</p>	<p>Principle 9:</p> <p>Encourage the development and diffusion of environmentally friendly technologies.</p>	<p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Target: 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p>
<ul style="list-style-type: none"> <li>Our company believes in the importance of diversity and equality, as such, we provide equal opportunities for all during our recruitments, career developments, training and promotions.</li> </ul>	<p>Focus Area: Social Principle &amp; Elements</p> <p>5.2 Businesses should provide and maintain equal opportunities at the time of recruitment as well as during the course of employment irrespective of caste, creed, gender, race, religion, or disability.</p>	<p>Principle 1:</p> <p>Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Goal 10: Reduced Inequalities</p> <p>Target: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>

Julius Berger Nigeria Plc	NSE	UNGC	UN SDGs
<ul style="list-style-type: none"> <li>We will continue to reassess our business operations and develop new business models that are more environmentally friendly through innovation and the formation of strategic partnerships with a common goal of being a respected partner for progress.</li> <li>We are proud to have been a partner in Nigeria's socio-economic development by building the foundations for progress and development in Nigeria through the construction of major industrial and civil infrastructure, establishment of local production facilities, investment in Nigerian content, and transfer of new technologies.</li> </ul>	<p>Focus Area: Environment Principle &amp; Elements</p> <p>9.4 Businesses should continuously seek to improve their environmental performance by adopting cleaner production methods, promoting use of energy efficient and environment friendly technologies and use of renewable energy.</p>	<p>Principle 9:</p> <p>Businesses should encourage the development and diffusion of environmentally friendly technologies.</p>	<p>Goal 11: Sustainable cities and Communities</p> <p>Target: 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p>
<ul style="list-style-type: none"> <li>At Julius Berger Nigeria Plc, we strive to solve construction challenges that meet current and future needs, without compromising the availability of natural resources.</li> </ul>	<p>Focus Area: Environment Principle &amp; Elements</p> <p>9.4 Businesses should continuously seek to improve their environmental performance by adopting cleaner production methods, promoting use of energy-efficient and environment friendly technologies and use of renewable energy.</p>	<p>Principle 8:</p> <p>Undertake initiatives to promote greater environmental responsibility.</p>	<p>Goal 12: Responsible Consumption and Production</p> <p>Target: 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.</p>
<ul style="list-style-type: none"> <li>At Julius Berger, sustainability is a central component of our business principles and operational culture. We believe that sustainable business is good business and as such, we are committed to actively seeking out opportunities to create shared value to enhance both current and future potentials - for the company, its staff and the country.</li> <li>Julius Berger has pledged alignment with the ten universal principles of the United Nations Global Compact.</li> </ul>	<p>Focus Area: Environment Principle &amp; Elements</p> <p>9.0: Businesses should respect, protect, and make efforts to restore the environment.</p>	<p>Principle 8:</p> <p>Undertake initiatives to promote greater environmental responsibility.</p>	<p>Goal 13: Climate Action</p> <p>Target: 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p>

Julius Berger Nigeria Plc	NSE	UNGC	UN SDGs
<ul style="list-style-type: none"> <li>We conduct Environmental and Social Impact Assessment for our projects in line with the Nigerian Environmental Impact Assessment Act.</li> <li>We have also put in place mutually beneficial grievance resolution solutions which aid in reducing the impact of company operations on the host community environment.</li> <li>We strive to solve construction challenges that meet the current and future needs, without compromising the availability of natural resources.</li> <li>Our goal is to operate and grow responsibly with an eye towards minimizing the impact of operations on the environment while promoting environmental stewardship and protection.</li> </ul>	<p>Focus Area: Environment Principle &amp; Elements</p> <p>9.0: Businesses should respect, protect, and make efforts to restore the environment.</p>	<p>Principle 8:</p> <p>Undertake initiatives to promote greater environmental responsibility.</p>	<p>Goal 15: Life on Land</p> <p>Target: 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p>
<ul style="list-style-type: none"> <li>We have remained committed to supporting all 10 UNGC Principles of human rights, labour rights, the protection of the environment, and anti-corruption.</li> <li>We respect the rights of our employees to belong to any union of their choice as stipulated in the 1999 Constitution of the Federal Republic of Nigeria and the Industry Procedural Agreement.</li> <li>We pride ourselves in being an ethical company, which is why we put continuous efforts into the protection of the fundamental human rights of all our stakeholders.</li> <li>Our Supervisors, Senior Security Officers (SSOs) and Security Officers (SOs) receive regular training on the organization's policies on HSE and human rights, which are then cascaded down to their subordinates.</li> </ul>	<p>Focus Area: Social Principle &amp; Elements</p> <p>5: Businesses should promote the well-being of all employees.</p>	<p>Principle 1:</p> <p>Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Goal 16: Peace and Justice, Strong institutions</p> <p>Target: 16.5 Substantially reduce corruption and bribery in all their forms.</p>

Julius Berger Nigeria Plc	NSE	UNGC	UN SDGs
<ul style="list-style-type: none"> <li>We understand the importance of establishing strategic partnerships in creating shared value for our stakeholders.</li> <li>Our corporate culture prioritizes cooperation and partnerships which is why we join efforts with state services in response to emergency situations to protect the public and minimize negative impacts.</li> </ul>		<p>Principle 3:</p> <p>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<p>Goal 17: Partnerships to achieve the Goal</p> <p>Target: 17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.</p>



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