

ENABLING PROGRESS EXPANDING IMPACT

2022 SUSTAINABILITY REPORT

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INTRODUCTION

CHAIRMAN'S STATEMENT



We at Julius Berger Nigeria Plc and its subsidiaries ('the Group') are delighted to share our 2022 Sustainability Report with you; it provides a comprehensive overview of our performance, achievements and future ambitions in light of our enhanced operational performance and sustainability endeavours within the year under review.

Nigeria's construction sector is estimated to have grown by 5.7% in 2022,¹ with much of this growth happening during the first three quarters of the year. This increase can be attributed to some impactful developments in the economy (including the adoption of the Petroleum Industry Act and the implementation of the Nigerian Finance Act) and in view of the General Elections, which have historically increased both government and individual spending.

In line with our growth strategy, we have made significant strides in expanding our market presence and diversifying our project portfolio. We have successfully ventured into emerging sectors, such as the agro-processing sector, thereby broadening our revenue streams and stimulating value creation in Nigeria's economy. This strategic expansion not only strengthens our competitive position but also positions us to capitalise on emerging opportunities. With an objective of making a positive impact by transforming challenges into tangible opportunities, across our Group, we have fostered cross-industry innovation, collaboration and strategic alliances to achieve our current progress on our journey to building an enduring, sustainable brand.

Sustainability is pivotal to our business – our commitment to which is evidenced by this report. We will continue to place sustainability at the heart of our business strategy, with a focus on the environmental, social and governance factors material to our business and stakeholders. As you read on, you will find we are unwavering in our compliance with leading global and local sustainability standards, and we are dedicated to safeguarding the well-being of present and future generations, as evidenced by our contributions to sustainable development in the economy in which we operate.

As part of our contributions to sustainable development, Julius Berger Nigeria Plc has achieved following:

- became a signatory to the United Nations Global Compact (UNGC);
- remained committed to corporate social responsibility (CSR), through donations and community development initiatives;
- became a member of the Sustainable Nut Initiative (SNI);
- created a sustainability office to oversee sustainability for the business and its subsidiaries;
- integrated CSR into our sustainability strategy; and
- published our third sustainability report with reference to the Global Reporting Initiative (GRI) standards.

We have witnessed various global disruptions in the past two years, which are unprecedented. Such rapid changes and uncharted circumstances have been extremely challenging, yet we are emerging as a stronger, ever-improving organisation, with new experiences and solutions that reinforce our capacity to deliver value to our

highly esteemed stakeholders across our value chain.

We remain optimistic about the prospects for Julius Berger Nigeria Plc and its subsidiaries. The construction industry is poised for continued growth, driven by urbanisation, sustainable infrastructure development and technological advancements. Our Group is well-positioned to leverage these opportunities to sustainably strengthen our market position, while enabling progress for all in our sphere of impact. Our focus will be on expanding our client base, forging strategic partnerships, and continuously improving our operational efficiency and service offerings. We will remain vigilant in monitoring market trends, embracing innovations, and adapting to the evolving needs of both people and the planet. Meanwhile, we will ensure our sustainability goals and targets remain aligned with the core sustainability principles of both the United Nations (UN) Sustainable Development Goals (SDGs) and the UN Global Compacts.

I would like to express my gratitude to our dedicated team members, clients, partners and shareholders for their unwavering support throughout the year. It is through their hard work, commitment and collaborative efforts that we have been able to navigate the challenges

Thank you.

Mr. Mutiu Sunmonu, CON
Chairman

MANAGING DIRECTOR'S STATEMENT



As the foremost provider of innovative construction solutions and related services in Nigeria, we at Julius Berger Nigeria Plc recognise our role and responsibility to take the lead in prioritising sustainability principles across our operations, not only to deliver positive and lasting outcomes but also to inspire sustainable legacies.

We continue to work with dedication to achieve our business strategy and growth intentions, both responsibly and in the best interest of all our stakeholders – and we are succeeding in doing so. In the year 2022, our total revenue grew by 30.16% to reach ₦440 billion, which is in line with our avowed commitment to enhance continually our contributions to the overall progress of our nation.

Our ability to adapt swiftly to market dynamics – coupled with our robust man power, machine power and governance structures – has positioned us favourably to secure prestigious projects and drive sustainable growth.

We have leveraged our expertise and industry insights to identify emerging trends and capitalise on new opportunities. Through diversifying our project portfolio, expanding our geographical presence and exploring niche markets, we have strengthened our competitive edge and broadened our market reach, all while advancing our sustainability targets. In driving our diversification agenda forwards, we have successfully launched into the agro-processing sector, with our first industry operations focused on the sustainable

local processing of Nigerian-grown cashews via an innovative and responsibly operated semi-automated factory.

Expansion of our reach beyond construction and into agriculture not only provides benefits to our risk profile and financial growth targets but it also provides opportunities to extend our positive impact socially, economically and environmentally.

In 2022, within our construction operations, we introduced innovative approaches, novel methodologies, and sustainable products and services that prioritise environmental wellbeing. We transitioned our Abuja facilities from diesel-powered to gas-powered operations, which represents a substantial reduction in pollution as gas is a cleaner and more environmentally friendly fuel source that produces cleaner energy, thus helping us to reduce our greenhouse gas (GHG) emissions.

Looking ahead, we will continue to work with dedication to achieve our business strategy and growth intentions responsibly and in the best interest of all our stakeholders. Our goals and targets relating to our contribution to sustainable development for the next three to five years will entail the ongoing adoption of environment-centric solutions, including incorporating energy-tracking smart buildings, utilising green concrete and recycled

aggregates, implementing sustainable site installations, and leveraging prefabricated construction techniques.

Thank you.

Engr. Dr. Lars Richter
Managing Director

2022 SUSTAINABILITY IMPACT HIGHLIGHTS

<p>Profit before tax</p> <p>₦15.5 billion in 2022</p> <p>₦14.1 billion in 2021</p> 	<ul style="list-style-type: none"> ▪ We generated a significant 30.16% increase in revenue, from ₦338 billion in 2021 to ₦440 billion in 2022. ▪ We increased our total wages and benefits paid to employees from ₦79 billion in 2021 to ₦94 billion in 2022, representing an 18.99% increase. ▪ We increased our total payments to the government by 26.09%, from ₦4.6 billion in 2021 to 5.8 billion in 2022. 		<p>External recognition and awards</p> <p>In 2022, we at Julius Berger Nigeria Plc won several awards in recognition of our contributions towards building a sustainable future and ensuring a safe, secure and inclusive workplace for our people. These awards are a testament to our cross-industry innovation, improvements in the use of construction technology, and our commitment to the well-being of our people and communities:</p>
<p>Social responsibility</p> <p>In 2022,</p> <p>₦507 million was spent on socio-economic development through our corporate social responsibility programs.</p>	<ul style="list-style-type: none"> ▪ We joined other private sector stakeholders to launch the HIV Trust Fund in Nigeria. ▪ We inaugurated a new industrial plant and equipment academy in Abuja. ▪ We entered a partnership with Nigeria Liquefied Natural Gas (NLNG) to rebuild and commission the historic Bonny Consulate building. ▪ We constructed water boreholes and toilets for schools along the Abuja-Kano Road project corridor. ▪ We continued our Education and Literacy Campaign for schools across Nigeria. ▪ We donated to orphans in commemoration of World Humanitarian Day. ▪ We donated to flood victims in host communities to meet their needs. 	<p>Environmental stewardship</p> <ul style="list-style-type: none"> ▪ We switched successfully from diesel to liquefied natural gas (LNG), which is a low-carbon fuel used for power generation across our facilities in Abuja. ▪ We significantly improved our supply chain and local sourcing, of which 95% now comprises local community members, and 70% of our procurement expenditure is spent on local vendors. ▪ We deployed 1,363.6 metric tons of biowaste from our cashew processing plant as biomass for use by third-party off-takers in energy generation, animal feed production and as a local fertiliser. 	<ul style="list-style-type: none"> ▪ Winner of Nigeria's Corporate Social Responsibility Company of the Year 2021 from the Nigeria Association of Women Journalists (NAWOJ). ▪ Winner of the award for 'Most Reliable Engineering Construction Company' from Transport Day Newspaper in 2022. ▪ Winner of the award for 'Most Outstanding and Quality-Oriented Construction Company' from the <i>National Waves Newspaper and Magazine</i> in 2022. ▪ Seventh consecutive winner of 'Nigeria's Most Valuable Brand in the Building and Construction Services Category' at the Top 50 Brands Nigeria Awards in 2022. ▪ Winner of Nigeria's 2022 award for 'Highest Dividend Growth' at the 25th Pearl Awards. ▪ Recipient of the 'Lifetime Reputation Award' from the Nigerian Institute of Public Relations (NIPR).
<p>Developing our human capital assets</p> <ul style="list-style-type: none"> ▪ We made a 48% increase in the total number of hours dedicated to multiple training and general skills development, reaching a total of 45,234 hours compared to 30,489 hours in 2021. ▪ We invested ₦97 million on professional development, resulting in a more competent and confident workforce. ▪ We made a 16% increase in the total number of training courses delivered in 2022, compared to 2021. ▪ We recorded an average of 4.21 hours for training and general skills development initiatives, reflecting our commitment to enhancing employee knowledge and capabilities. 		<p>Health and safety</p> <ul style="list-style-type: none"> ▪ We ensured 100% compliance with occupational health and safety (OH&S) regulations. We recorded an average of 4.3 hours of multiple internal and external safety-and-health-related training. ▪ We achieved a reduction in fatality and incident cases, going from three and three, respectively, in 2021 to two and zero, respectively, in 2022. ▪ We achieved 100% monitoring of employees' health and well-being. ▪ We achieved 0.24 lost time injury frequency rate (LTIFR) per 5 million man-hours worked. 	

COMPANY OVERVIEW

JULIUS BERGER AT A GLANCE

Vision

Limitless prosperity for company, communities and country.

Mission

Transform challenges into tangible opportunities.

Values

Our fundamental values include Excellence, Responsibility, Courage, and Collaboration.

Excellence

Delivering quality and value as standard.

Responsibility

Inspiring commitment to accountability.

Courage

Supporting, guiding and trusting from the front.

Collaboration

Respecting, listening and thriving together.



Organisational overview

As Nigeria's leading firm for integrated construction solutions and associated services, we at Julius Berger Nigeria Plc have created value for industries across the country for over 50 years. Our expertise spans all facets of the project lifecycle, from inception to completion, including planning, design, engineering, construction, operation and maintenance solutions.

Our history of fostering shared value has expanded our reach across industries and states, giving us the opportunity to deliver turnkey solutions while assuring the highest standards of quality and safety. Our ISO 9001 quality management certification is a testament to our ability to fulfil, uphold and continuously improve our customers' needs. It reflects our dedication to providing high-quality services consistently.

The ISO certification criteria emphasise the importance of prioritising customers, implementing process-based approaches and maintaining a commitment to continuous improvement. By adhering to these criteria, we have established a robust mechanism that guarantees our expertise and experience are used to deliver innovative solutions and exceptional standards consistently within the infrastructure industry.

In 2020, our Board of Directors approved an opportunity for the Company to diversify into agro-processing, enabling us to expand into new markets and industries, increase our overall market share, and

achieve improved economic results. In 2022, we commenced production and processing of cashews for both local consumption and exportation.

This is in line with the goal of our Board of Directors and Executive Management, which is to deliver on our long-term strategy by maintaining and strengthening our competitive advantage. We strongly believe that this diversification will support our continued future success and align with the government's strategic objective of stimulating value creation in Nigeria.

From building bridges to constructing ports, dams, industrial plants and high-rise buildings to other construction-related services, and now diversifying into agriculture through our cashew processing, we remain committed to building connections to and for our different stakeholders as part of our resolve to support building a sustainable world for all.

Group strategy

We have adopted a diversification strategy that enables us to operate with a holistic approach, fostering a solution-driven market aimed at creating value for the business, our stakeholders and the wider Nigeria, ensuring we provide unmatched excellence in our ventures.

Our strategy embodies our vision to foster boundless prosperity for all. Through our innovative approaches, we have continuously developed opportunities

that directly address the needs of our local community, drawing upon our extensive understanding of the landscape. This strategic vision includes expanding into new markets, demonstrating our deep connection with our communities, while also contributing value to our nation. This year, we launched into the agro-processing sector through the commissioning of our cashew processing plant in Lagos. This deed contributes to the significant and sustainable expansion of our impact and reach. We consider this to be the first of many such opportunities available for the continued and successful expansion of our company into new frontiers.

Business model

Subsidiaries

Our core business is construction, which is complemented by an extensive range of products and services offered through our subsidiaries, providing an additional advantage across our value chain. With some of our subsidiaries having been founded in the early 90s, we have built trust among our clients by guaranteeing we will meet our customers' expectations consistently at every stage of the project lifecycle, through leveraging our tested and trusted capabilities and resources. Across the Group, our teams work collaboratively and are dedicated to delivering high-quality outcomes to our esteemed stakeholders.

This strategic approach, combined with a

focus on improved quality, has forged new partnerships and strategic collaborations that ensure optimal project outcomes for our valued clients and customers. Through this concerted effort, we aim to deliver exceptional results consistently while exceeding the expectations placed upon us.

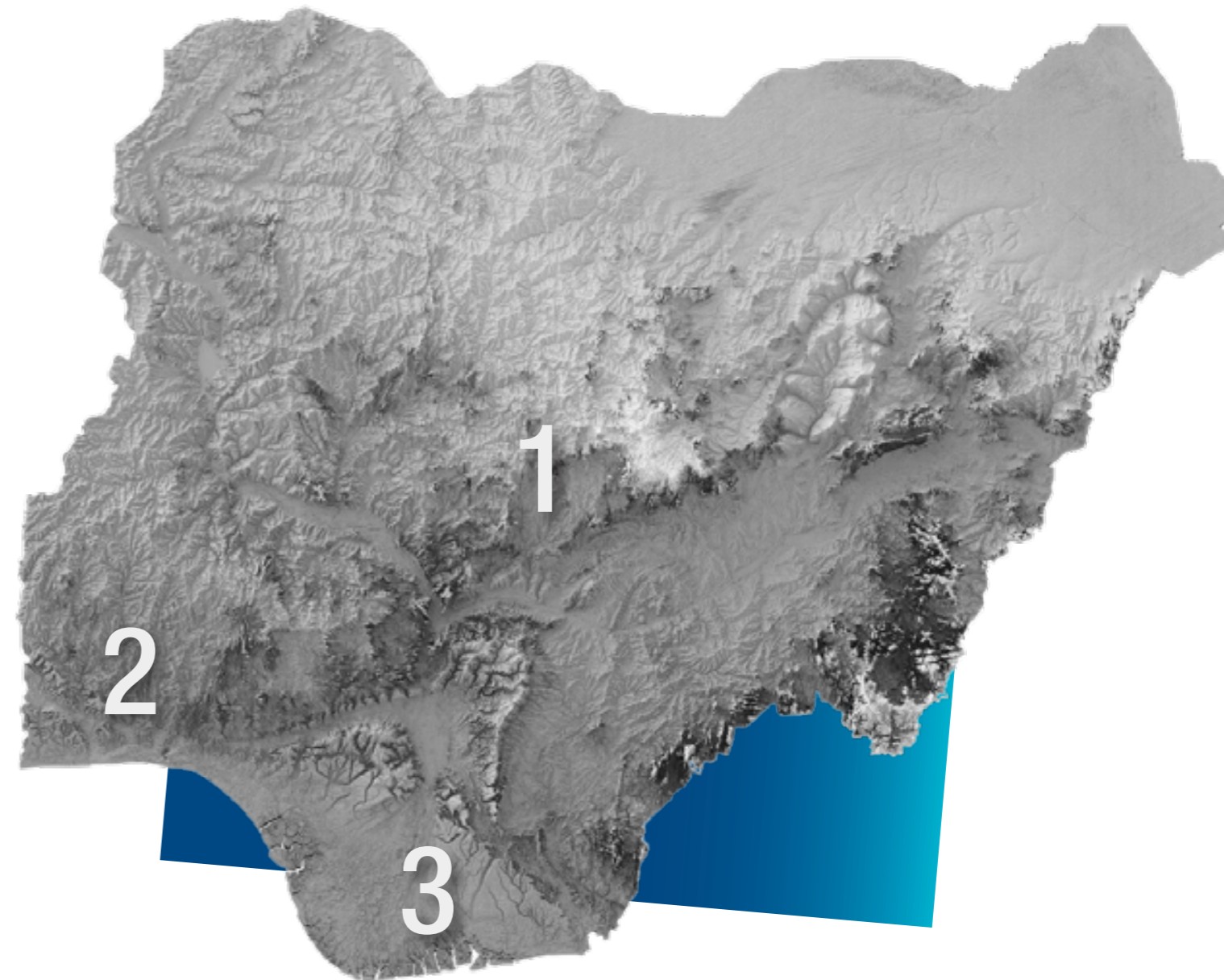
Group subsidiaries

Subsidiary	Principal activities and business
Abumet Nigeria Ltd	Abumet Nigeria offers a wide range of building construction services and delivers diverse and customized construction solutions, including manufacturing and distribution of high-quality aluminium, steel, iron, glass, and other structural products.
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 form 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	PrimeTech excels in planning, designing, developing, and maintaining engineering works and products across various sectors by employing advanced methodologies and technologies to deliver innovative and sustainable solutions that meet the highest standards of quality and functionality.

Our locations

Being strategically headquartered in Abuja, which is the Federal Capital Territory, with additional permanent regional offices in Lagos, Port Harcourt, and Uyo, our infrastructure is well placed for efficient project management and oversight across Nigeria’s diverse regions. Our operations transcend geographical boundaries as we conduct our core activities effectively through three pivotal regional hubs: Region West, Region Central and North, and Region South and East.

With over 50 years’ experience as a construction and infrastructure firm serving clients nationwide, we have honed our ability to undertake projects of various sizes and complexities. Our commitment to maintaining a leading position in the market is underpinned by the continuous development of our talent and expertise. To address the demands of exceptionally intricate projects, we have established a dedicated Special Project Unit. This further underscores our extensive knowledge and unwavering determination to deliver exceptional, customised solutions.



Julius Berger Regional Hubs

- 1. Abuja
- 2. Lagos
- 3. Port Harcourt

Memberships and partnerships

As a company, we at Julius Berger Nigeria Plc belong to various industry associations that reflect our core values and enable us to be subject to a greater level of accountability. Drawing upon our position as a leader in the construction and infrastructure sector, we are actively utilising our influence to enhance the consciousness of sustainability and spearhead initiatives aimed at benefitting society.

- Premium member of the Nigerian-British Chamber of Commerce
- Founding member of the Nigerian Business Coalition Against AIDS (NiBUCAA)
- Member of the United Nations Global Compact (UNGC)
- Member of the Sustainable Nut Initiative (SNI)



GOVERNANCE

BUILDING FOR THE FUTURE OUR SUSTAINABILITY COMMITMENTS

Our sustainability journey is driven from the top of Julius Berger Nigeria Plc. Our leadership team, helmed by the Board of Directors, is committed to ethical and sustainable business practices and conduct. We have defined our management obligations and oversight for sustainability initiatives and outcomes. This contributes significantly to leading corporate governance practices and enhanced sustainability performance.

Our governance structure is guided by the statement of business principles, which directs all staff in the execution of their day-to-day tasks. This statement supports our drive to ensure full adherence to our business ethics across the value chain.

The statement of business principles is also supported by the following governance policies:

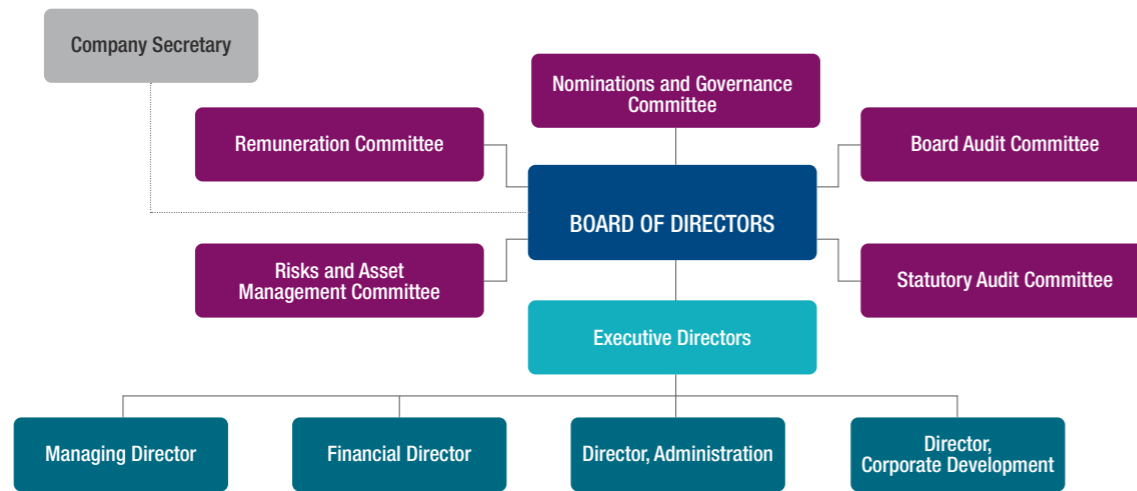
- Code of Conduct
- Code for Business Conduct and Ethics for Directors and Management
- Code of Conduct for Subcontractors and Suppliers
- Third-Party Guidelines
- Corporate Compliance Programme
- Securities Trading Policy
- Complaints Management Policy
- Whistle-Blowing Policy
- Gift Policy



Engr. Dr. Lars Richter
Managing Director



Mr. Christian Hausemann
Financial Director



Julius Berger Nigeria Plc Leadership Structure



Alhaji Zubairu Ibrahim Bayi
Director Administration



Mr. Tobias Meletschus
Director Corporate Development

At Julius Berger Nigeria Plc, an integral component of our governance responsibilities is fulfilling our commitment to act as a socially responsible organisation. This means we are committed to providing engineering and construction solutions that consider the impact of business operations on both their stakeholders and the environment. In line with this commitment, we have pledged to align our operations with the principles of the United Nations Global Compact (UNGC) and the Sustainability Disclosure Guidelines of the Nigeria Exchange Group (NGX). To oversee the execution and supervision of our sustainability-related matters and interests, we have established a governance model that promotes the inclusion of sustainability factors into corporate decisions, with the Board of Directors (the Board) overseeing such issues. At the executive level, our Managing Director guides our sustainability strategy.

Governance structure

As of 31 December 2022, our Board of Directors consists of 14 members: 10 Non-Executive Directors and four Executive Directors. The Board carries out its responsibility in compliance with the Companies and Allied Matters Act (CAMA), Codes, Rules and Regulators of applicable Regulators and the Company’s Memorandum and Articles of Association,

Further information about our Board of Directors is outlined in our Annual Reports and Consolidated Audited Finances Statements 2022.

Our shareholders comprise our highest governance body and they have delegated their responsibility to the Board of Directors. The Board composition includes four Executive Directors, 10 Non-Executive Directors and three Independent Non-Executive Directors that represent the interests of the minority shareholders. The Chairman of the Board is also a Non-Executive Director.

Our nomination and selection processes for the Board and its committees are documented in the Board Qualification Policy, Succession Planning Policy and Process for Selecting Independent Non-Executive Board of Directors.

Showing growth in Julius Berger Nigeria Plc’s Board composition by gender

Board composition by gender	2022 (Number)	2022 (Percentage)	2021 (Number)	2021 (Percentage)
Male	12	85.7%	10	83.3%
Female	2	14.3%	2	16.7%
Total	14	100.0%	12	100.0%

Showing Julius Berger Nigeria Plc’s Board composition by age

Board composition by age	2022 (Number)	2022 (Percentage)	2021 (Number)	2021 (Percentage)
30-50 years	4	28.5%	4	33.3%
Over 50 years	10	71.4%	8	66.7%
Total	14	100.0%	12	100.0%

Value-driven stakeholder engagement

At Julius Berger Nigeria Plc, we believe the only sustainable approach to business growth is collaborating effectively with our stakeholders while executing top-notch business operations. We have systematically identified, prioritised engagement with our stakeholders because we see them as business partners, and we are striving to build mutually beneficial relationships with them, through regular engagements, so as to understand their interests, receive feedback on key issues and address their concerns.

To ensure we address our stakeholders’ concerns effectively, matters of critical importance are communicated to the Board of Directors at the Annual General

Meeting (AGM) through a dedicated email address (jbn.shareholders@julius-berger.com) and the Registrars.

We identify opportunities to grow and improve our business and sustainability approach based on our stakeholders’ invaluable insights. We have identified seven stakeholder groups relevant to us:

- Employees
- Shareholders/Investors
- Clients
- Suppliers
- Financial institutions
- Regulators
- Host communities and the general public

Employees

At Julius Berger Nigeria Plc and our Subsidiaries, our staff are the Group’s backbone. They are responsible for the daily execution of business operations while adhering religiously to our Code of Conduct. Our employees have unique skill sets, knowledge and experience that they bring on board during project execution, which reveals how we are striving to promote diversity and inclusivity in our workplace.

Shareholders/investors

These are individuals or corporations that have invested in Julius Berger Nigeria Plc by acquiring shares through the Nigerian Exchange Group (NGX). The Company has over 13,000 shareholders and its equity is held as follows:

- Goldstone Estates Ltd – 19.87%;
- Neptune Hill Company Ltd – 17.98%;
- Watertown Energy Ltd – 10%;
- Ibile Holdings Ltd – 5.5%;
- Regency Asset Management Ltd – 5%;
- Other Nigerian shareholders - 41.65%.

All investors are entitled to dividends from the Company’s profits.

Clients

This stakeholder group includes private corporations and government organisations, situated both locally and internationally, which contract with and pays us for our services.

Suppliers

These are local and international businesses/corporations, both small and large, that provide us with the necessary materials needed to execute our projects. Our CCSS acts as guidelines for their business conduct. Some of these suppliers are Dangote Industries Ltd, ASCA Ringadas and Empire Energy Ltd.

Financial institutions

These include our choice of banks (for sourcing loans and conducting business transactions), insurance companies (for insuring our facilities), pension fund administrators (for the remittance of employees’ pensions), etc.

Regulators

These are the authorised bodies/agencies responsible for enacting various regulations that guide our business practices, both locally and internationally.

Host communities and general public

We carry out projects in different locations around the world, and these project locations may be either a rural or an urban environment. Effective collaboration with and support for the communities where our projects are executed constitute one of the factors that is key to our projects’ successes.

We strive consistently to adopt the most effective approaches to engaging our stakeholders. These approaches are rooted in our fundamental stakeholder-engagement principles, which are influenced by leading national and international corporate governance standards and best-in-class industrial practices.

The various approaches and channels through which we engage our stakeholders are summarised in the following table:

Stakeholder group	Type of shareholder	Engagement interest level	Frequency engagement	Engagement channel
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 and sustainability reports.
Shareholders/ Investors	External	High	At least bi-annually	Email, letters, general meetings, website, annual reports, regular publishing of press releases, development and publishing of news stories, technical presentations/participation in industry events/round tables, media engagement events, project microsites and sustainability reports.
Clients	Internal	High	On a need basis	Website, social media accounts, news releases, printed media, trade shows, face-to-face meetings, video conferencing / calls, presentations, annual reports and sustainability reports.
Suppliers	Internal	High	On a need basis	Emails, website, social media accounts, news releases, printed media, face-to-face meetings, video conferencing / calls, presentations, annual reports and sustainability reports.
Financial institutions	Internal	High	On a need basis	Emails, letters, website, social media accounts, news releases, printed media, face-to-face meetings, video conferencing / calls, presentations, annual reports and sustainability reports.
Regulators	Internal	High	On a need basis	Email, letters, workshops and seminars, annual reports and sustainability reports.
Host communities and general public	Internal	High	On a need basis	Email, letters, workshops and seminars, annual reports and sustainability reports.

What matters to us

In 2020, we conducted a materiality assessment exercise to identify the issues that mattered most to us at Julius Berger Nigeria Plc and to our stakeholders. At the end of the exercise, 24 material topics across the four sustainability pillars – environmental, economic, social, and governance – were identified.

To ensure that we keep abreast of current local and global sustainability trends and developments in the construction industry, and for the purposes of this report, we contracted an independent third-party consultant to revalidate these topics for the current reporting year.

The revalidation exercise relied heavily on the active engagement of our stakeholders, so as to gain insight on topics/issues that are currently material to them. It was based on the following considerations:

- material topics identified by industry peers;
- local and global sustainability trends and developments; and
- relevance to our business and stakeholders.

We identified four additional material sustainability topics during the exercise.

The revalidated topics are listed in the following table:

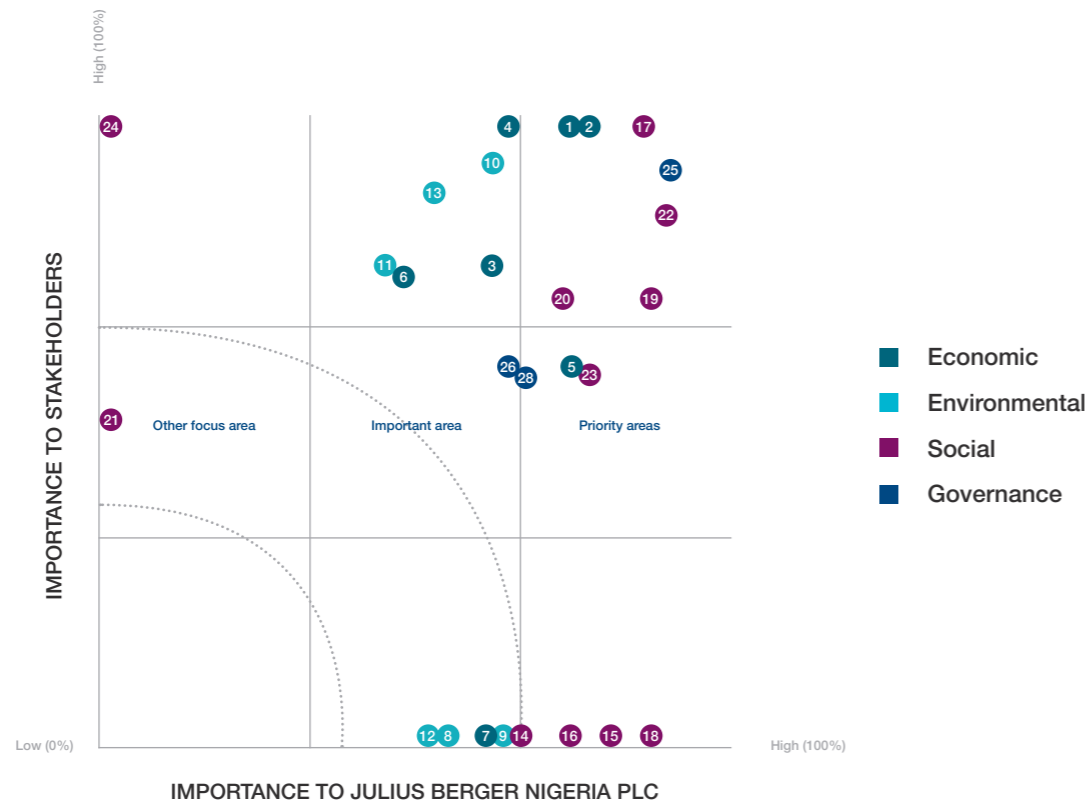
S/N	Sustainability pillar	Material topic	SDGs
1		Economic performance	SDG 8
2		Market presence	SDG 9
3		Indirect economic impacts	SDG 11,17
4	Economic	Procurements practices	SDG 9,12
5		Tax	SDG 8,16
6		Prefabricated and modular construction	SDG 9,11
7		Digitisation	SDG 9
8		Materials	SDG 12
9		Energy (usage/efficiency)	SDG 7
10	Environmental	Environmental compliance	SDG 15
11		Supplier environmental assessment	SDG 12,15
12		Water and effluents	SDG 6,13
13		Environmental impacts of products and services	SDG 12,13, 15
14		Diversity and inclusion	SDG 5,10
15		Employment	SDG 8
16		Labour/management relations	SDG 8,10
17		Occupational health and safety	SDG 8
18		Training and education	SDG 4
19	Social	Security practices	SDG 16
20		Human rights assessment	SDG 10
21		Local communities	SDG 11,17
22		Customer health and safety	SDG 3
23		Socioeconomic compliance	SDG 8
24		Supplier social assessment	SDG 9,12
25		Anti-corruption	SDG 16
26	Governance	Anti-competitive behaviour	SDG 16
27		Public policy	SDG 16
28		Whistle blower policies and protection	SDG 16

We wish to state that, while we prioritise the topics listed previously, it is important to emphasise that this focus does not imply a lack of concern for other issues related to climate change and sustainability. We acknowledge that there are numerous critical aspects within these areas. However, based on our values and industry practices, we have identified these topics as the primary areas where we can make the most significant impact, which does not lessen our commitment to addressing other pertinent issues. We recognise the interconnected nature of

sustainability challenges and are striving to contribute to their resolution through our decisions, actions and initiatives, as much as is practicable.

Our materiality matrix

Engaging with our internal and external stakeholders has helped us to refine the materiality matrix, which depicts how our stakeholders have prioritised the material topics identified:



2022 PERFORMANCE AND KEY LEARNINGS

Indirect operations

At Julius Berger Nigeria Plc, our business operations play a vital role in driving Nigeria’s socioeconomic development forwards. By leveraging our expertise in developing high-value and high-performance solutions for building, infrastructure and industry projects, we offer comprehensive services that encompass all stages of a project; we have successfully constructed some of the country’s most significant infrastructure, industrial facilities and buildings, which combine tried-and-true engineering principles with the latest methodologies and building innovations.

In 2022, we made substantial progress towards completing two major projects that are not only a significant national priority but also provide economic benefits that cut across the country. These include the Lagos-Shagamu Expressway and the Second River Niger Bridge. Our relentless efforts ensured these structures were ready for use during the festive season, providing an easy path for the movement of people, goods and services, so as to accelerate economic development across these regions. Additionally, we successfully commissioned several flyovers in Port Harcourt, thus enhancing road accessibility for commuters.

In the healthcare sector, we inaugurated the Dr Peter Odilli Cancer and Cardiovascular Disease Diagnostic and Treatment Centre in Port Harcourt. We also

commenced the ongoing construction of the Asokoro Hillside Multispecialty Hospital in Abuja, which was awarded in 2022. We have also expanded our participation in the fight against HIV/AIDS in Nigeria by becoming a founding trustee of HIV Trust Fund of Nigeria, which is a robust public-private partnership dedicated to making significant funding contributions for HIV/AIDS programmes across Nigeria.

We believe in the importance of education as a tool for building value, promoting personal and societal development, and eradicating poverty and hunger. Therefore, we prioritise education and the advancement of our employees. In the year under review, our contributions to the Federation of Construction Industry-Julius Berger Nigeria (FOCI-JBN) Skills Academy continued, and we launched the Plant and Equipment Academy to enhance skills development. Furthermore, we initiated a scholarship programme specifically designed for female engineers to empower them to pursue their academic aspirations.

Our local communities also continue to be prioritised in all aspects of our operations. As we carry out our construction activities, we have provided emergency relief and supported communities wherever necessary, addressing various social and infrastructural needs. This demonstrates our dedication to uplifting communities in parallel with our projects’ progress

Key learnings

Due to macroeconomic developments, we have experienced several challenges and curveballs during the year, which has resulted in a rise in operating costs, a decrease in efficiency, and time lags in operations due to delays. To mitigate these challenges, we implemented some intense cost-cutting programmes throughout the organisation, which have improved productivity, fostered innovation and sustained our commitment to excellence.

Building a responsible supply chain

As a diversified infrastructure company, Julius Berger Nigeria Plc has an extensive supplier base that supports our delivery of quality products and services in a safe and responsible manner. We believe our suppliers are valuable stakeholders within our value chain, and we are committed to engaging with them to build a better and more responsible future together.

For us, developing and maintaining good relationships with our suppliers and subcontractors is an integral part of being a sustainable business. The robust vetting process we have in place ensures we assess our suppliers properly, based on their business track record, health and safety records, quality and timeliness of work output, and financial capacity. To promote local content, we encourage local patronage, and we require our local suppliers to conduct their business with integrity and in accordance with both our CCSS and all applicable regulatory policies.

Supplier evaluation and confirmation process

At Julius Berger Nigeria Plc, we have a structured process and database for managing our supply chain effectively. This includes the following:

- the assessment and approval of subcontractors and suppliers; and
- and the inclusion of subcontractors and suppliers in our Approved Subcontractors and Suppliers List.

We expand our supplier base consistently using ethical business practices, and we provide new vendors with the opportunity to supply premium products and services. Twelve new suppliers were successfully registered in 2022. Our Code of Conduct is available to all our stakeholders via our website, and it is included in our vendor registration process. It aligns with our principles of integrity, respect and the commitment to fair competition. It is key to our procurement practices.

Our procurement operations are governed by ethical behaviour, integrity, and conformity with the CCSS, a statement of business principles and the UNGC. This CCSS ensures third-party subcontractors and suppliers are obliged to protect their employees' health, safety and human rights, as well as to promote the ideals of respect, fairness and non-discrimination. We also require our subcontractors and suppliers adhere to the standards of the UNGC. In addition, we expect them to comply with the applicable environmental standards and to reduce negative environmental impacts.

It is crucial to foster positive change across our entire supply chain, and as a result, we support and prioritise our patronage of local businesses through services and supply contracts. This is reflected in the procurement breakdown of our imported and locally sourced products and services in the year under review. At Julius Berger Nigeria Plc, we have increased our local sourcing spend from ₦50 billion in 2020 to ₦150 billion in 2022. This demonstrates our commitment to sourcing our raw materials locally and sustainably. We understand that, by taking proactive measures in our supply chain management, we can better manage associated risks while achieving greater efficiency in our operations. Our Supply Chain Risk Management (SCRM) process begins with identifying, assessing and mitigating the risks in our supply chain.

We have achieved this by making certain that we understand our suppliers' capabilities and competencies, which we do through our assessment, approvals and inclusion in our Approved Subcontractors and Suppliers List; by negotiating contracts that specify the required quality and standards; and setting up regular performance reviews. Part of our SCRM approach is the diversification of materials, services and suppliers. This makes sure that we always have an uninterrupted supply of quality products and services

delivered. Our commitment to seeking alternative materials that are sourced locally continues to be a real breakthrough for the Group, leading to uninterrupted operations and cost savings.

Our SCRM programme ensures compliance with the CCSS. Compliance is taken very seriously due to its exceptional and overriding significance, and any violations might jeopardise our business relationships, tarnish our image or both. Therefore, we carry out frequent assessments of our suppliers to ensure their compliance with our CCSS. The assessment comprises various steps that are undertaken during our business activities, such as bidding for work, selecting subcontractors and suppliers, and seeking payment or approvals. Issues such as bribery, fraud, fair competition, gifts and conflicts of interest are also clearly addressed in our CCSS.

Our top 50 suppliers and vendors based on spend in 2022 were assessed for social impacts, and none were found to have significant actual or potential negative social footprints. This demonstrates we are consistently monitoring our contracting activities to eradicate abuses of human rights and other potential social or environmental glitches in our supply chains.

Showing growth in Julius Berger Nigeria Plc's local procurement in the last three years

	2020 ₦	2021 ₦	2022 ₦
Import procurement	8.5 billion	25 billion	20 billion
Locally sourced procurement	50 billion	135 billion	150 billion

CREATING ECONOMIC VALUE

DRIVING VALUE & IMPACT AT SCALE

Driven by our vision of limitless prosperity for our company, our communities and country, we continuously strive to develop sustainable and innovative construction solutions that are integrated into our various projects, thus generating economic value not only for us but also for the nation at large. Our business strategies have proven highly effective, as evidenced by our financial performance in the 2022 financial year.

In 2022, the Julius Berger Group realised a profit before tax of ₦15.5 billion, marking a 5.16% increase from the previous year's profit of ₦14.1 billion. We also experienced significant revenue growth in 2022, reaching a total of ₦440 billion, representing a significant increase of 30.16% from the

₦338 billion generated in 2021. Combining this revenue with that generated from investment income (₦1.2 billion), and other gains and losses (₦1.5 billion), we recorded a total revenue of ₦443 billion in the period under review. This supports the economic value we generated in 2022. The following table highlights our financial performance for the five years covering 2018 to 2022.

Showing the summary of Julius Berger Nigeria Plc's Financial Performance for the last five years

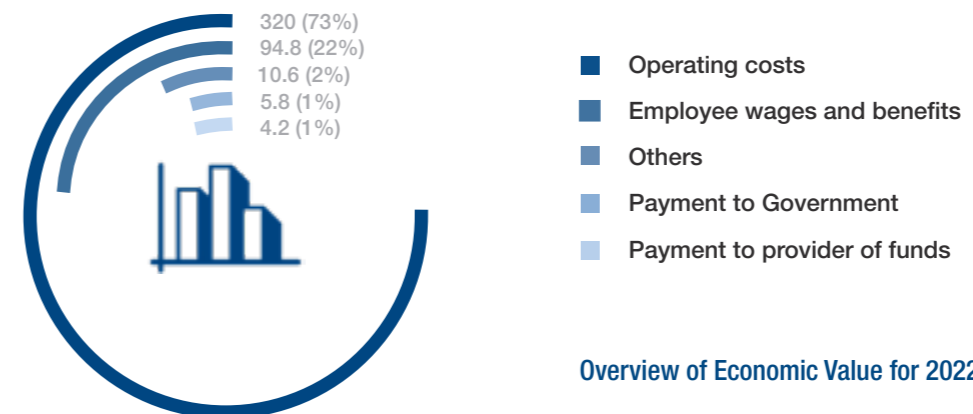
	FY 2018 ₦ 000,000	FY 2019 ₦ 000,000	FY 2020 ₦ 000,000	FY 2021 ₦ 000,000	FY 2022 ₦ 000,000
Revenue	194,617.71	266,430.23	241,779.46	338,806.80	440,981.64
Profit before tax	10,197.67	13,918.81	3,856.64	14,176.02	15,537.23

Economic value was also distributed by the Group during the year under review. The value distribution is as follows:

- **Operational cost:** Value was distributed to host communities, suppliers, etc., within the year, as we incurred a total cost of ₦320 billion in conducting our daily business activities. These expenses mainly comprise marketing and administrative expenses.
- **Employee wages and benefits:** Value was also distributed to our employees and financial institutions. As a leading construction firm in the country, we endeavour to pay our employees the most competitive rates possible. Based on this, we spent ₦94.8 billion on employees' salaries and wages in 2022.
- **Payment to provider of funds:** Value was distributed to our financial institutions as interest payments on provided funds. The value distributed for this category amounted to ₦4.2 billion.

- **Payment to governments:** As a law-abiding corporate citizen, we made payments to the government during the year by fulfilling our tax and regulatory obligations. This amount totalled ₦5.8 billion for 2022.
- **Others:** These include the value of non-controlling interests in the Group; the depreciation of property, plants and equipment; and deferred tax for the year. These expenses amounted to ₦10.6 billion.

As a result, the economic value we retained during the year is ₦7.9 billion. Based on the aforementioned, the total economic value distributed for 2022 is ₦435 billion. The value distribution is represented in the following:



Showing the economic value added by Julius Berger Nigeria Plc for the last five years

	FY 2018 ₦ 000,000	FY 2019 ₦ 000,000	FY 2020 ₦ 000,000	FY 2021 ₦ 000,000	FY 2022 ₦ 000,000
Revenue from operation	194,618.00	266,430.00	241,779.00	338,806.80	440,981.64
Other income	2,764.00	935.00	(606.00)	4,816.33	2,753.01
Direct economic value generated	197,382.00	267,365.00	241,173.00	343,623.12	443,734.65
Operating cost	113,761.00	174,074.00	164,449.00	237,407.57	320,228.67
Employee wages & benefits	68,769.00	72,372.00	64,833.00	79,606.82	94,826.61
Payment to provider of funds	4,564.00	7,000.00	3,716.00	4,230.80	4,294.73
Payment to government	3,554.00	5,082.000	3,191.000	4,426.44	5,810.55
Others	-	-	-	9,099.37	10,666.35
Economic value distributed	190,648.00	258,528.00	236,189.00	334,770.99	435,826.91
Economic value retained	6,734.00	8,837.00	4,984.00	8,852.13	7,907.74

During the year under review, we made defined contribution plans for our employees. Pursuant to the Pension Reform Act 2014, in which the employer and employee are obliged to make minimum respective contributions of 10% and 8% of the monthly emolument of the employee. These contributions are remitted to the selected pension fund administrators of our employees. These pension contributions amounted to ₦3 billion in 2022. We also incurred ₦1.7 billion as the contribution for the gratuity payment for employees

upon their retirement or termination of employment. The table on page 40 shows the defined contribution made by us for the last five years.

Our contributions to social initiatives aim to promote sustainable socioeconomic development, social well-being and long-term value creation. Some of the initiatives we invested in include education and human capital development, community development and inclusivity, philanthropy and social welfare, and emergency response services.

Showing the defined contributions made by Julius Berger Nigeria Plc for the last five years.

Parameters	FY 2018 ₦ 000,000	FY 2019 ₦ 000,000	FY 2020 ₦ 000,000	FY 2021 ₦ 000,000	FY 2022 ₦ 000,000
Contribution to pensions & other funds	1,552.00	1,857.00	2,241.00	2,662.63	3,283
Gratuity expense	939.00	1,026.00	1,002.00	739.58	1,710

Impact of global socio-economic developments

We at Julius Berger Nigeria Plc and our subsidiaries were not exempt from the socioeconomic issues that businesses and economies around the world experienced in 2022. The war in Ukraine resulted in higher energy prices, higher expenses for supply chain logistics due to sanctions, delays in the acquisition of replacement parts, and irregularities in international

trade. The uncertain foreign currency rate market in Nigeria also affected our financial position, as the rising inflation rate and naira depreciation increased expenses incurred on foreign transactions. Despite these challenges, we generated economic benefits for our stakeholders and the Group.

ENVIRONMENTAL STEWARDSHIP

OUR COMMITMENTS

With the construction industry responsible for 39% of carbon emissions and 50% of natural-resource extraction worldwide, our approach to environmental responsibility at Julius Berger Nigeria Plc is indicative of the innovative thinking and foresight that has made us one of the continent's premier construction firms.

To reduce the negative impacts of our operations on the natural environment, we are committed to creating and implementing innovative, eco-friendly policies and practices across the Group. Through our commitment to innovation and environmental responsibility, we are consistently exploring new ways to utilise resources more efficiently, to reduce the quantity of waste generated, and to reduce our greenhouse gas (GHG) emissions.

Regarding environmental stewardship, we have recognised several topics relevant to our operations and services, including these:

- Materials
- Energy (usage and efficiency)
- Environmental compliance
- Supplier environmental assessment
- Water and effluents
- Environmental impact of products and services
- Responsible waste management

1. Materials

The impacts on the environment of construction-material resource extraction, manufacture and application are complex. To understand and mitigate these impacts, it is important to identify how the design and processes are interconnected with material

consumption, and also how they contribute to climate change. This forms part of our strategic effort to solve sustainably the construction and development needs of the present and future generations. We strive to source the best materials using an efficient internally developed supply chain and vetted procurement process and to optimise the consumption of resources by continuously improving process design and efficiency.

Sustainable materials use practices

Delivering value to our project stakeholders through the best-sourced raw materials is paramount to us. We embrace this challenge using innovative and environmentally compliant technologies, which promote cost efficiency and reduce raw-material usage, waste generation and pollution. This, along with our adoption of prefabrication and modular building techniques during project delivery has given us some advantages over our competitors.

Through our facilities management services, we have also aided our clients by extending the life of their buildings and infrastructure, cutting down the need for repairs and upgrades, and ultimately, increasing the life of such infrastructure.

Our cold-recycling methodology is another innovative approach we have pioneered in Nigeria, to assist in the utilisation of fewer natural resources for road rehabilitation and reconstruction projects. As a result, we have been able to meet the material requirements on certain road projects while also shortening the total time necessary to generate bituminous ash for use in the construction process.

Our ongoing construction work on the Abuja-Kano Road, a large-scale project that began in 2020, has benefitted from applying the cold-recycling methodology. This has contributed more than 2,703,000m² of bitumen-stabilised material through recycling pavement. By continuing this practice in 2022, applying the cold-recycling methodology has contributed 1,959,553.57m² of recycled bitumen material.



SHORT-MEDIUM TERM GOALS

We intend to develop our circular strategies and deploy more decarbonization solutions to enable raw material reduction, reuse, and recycling. We believe this will improve the efficiency of material-to-revenue conversion and strengthen our capacity to uphold the environmental responsibility to which our organizations are committed.

2. Energy (usage and efficiency)

We recognise that our business sector is energy-intensive, and as a result, we have made it a priority to minimise the negative effects our operations have on the surrounding environment; we will do so by implementing energy-saving technologies and robust management systems.

CASE FEATURE:

Creating a local base for an international company by reducing our formwork and scaffolding imports

The quantity of formwork and scaffolding that each of our projects requires is rather significant. Over the years, the vast majority of formwork scaffolding engineering was brought in from other countries; however, our strong partnership with an international formwork scaffolding engineering business has revolutionised this. In 2014, with our intervention, it became possible to establish a local subsidiary in Nigeria, which has enabled us to source more of these commodities from within the local community.

This move has, in general, removed the need to source materials from abroad continually and created an opportunity for recycling preowned scaffolding and formwork, which has resulted in an appreciable reduction in the quantity of materials used by both us and the local company. This has decreased the impact of our activities on the surrounding environment, as well as paving the way for us to realise cost reductions. Also, the number of young engineers with the ability to work in this business has increased in line with the industry's expansion, and our efforts have greatly contributed to this growth. This is remarkable progress in our journey to becoming sustainable.

Our four-step approach to sustainable energy management includes the following:

- understanding where we are – using data to establish our current energy sources and consumption per energy resource;
- understanding where we want to be – defining our sustainable energy goals and targets, including metrics for monitoring and measuring progress;
- identifying and implementing strategies to achieve our targets; and
- monitoring and continuously improving energy performance and strategies.

Energy transition and efficiency strategies

According to Best Practices, the two key components of our sustainable energy practices include transition to low-carbon energy sources and adoption of energy efficiency measures. Energy efficiency implementation - through the implementation of ISO:14001 (International Standard for Environmental Management), we have been able to successfully reduce our energy use and monitor environmental performance across all our operations and in line with global best practices. Additionally, we have adopted modern technologies to optimise energy use and improve energy and process efficiencies.

Sustainable buildings & certifications

According to the International Energy Agency (IEA), energy use in buildings, including the production of construction materials and building operations, represented 34% of the total global energy consumption in 2021.¹ Ensuring new buildings and retrofits

retrofits are sustainable and energy efficient will be key to getting on track with the Net Zero scenario.

As part of progressing our sustainability agenda, we have developed the knowhow and capacity to construct green buildings in compliance with the Leadership and Environmental Design (LEED) standards. We have already constructed LEED-certified buildings, which include the impressive Nestoil Tower in Lagos and our PrimeTech administrative building in Abuja. The LEED gold standard represents the highest form of compliance in sustainable building infrastructure, promoting lower energy requirements, cost savings and reductions in scope 2 GHG emissions.

In addition, our subsidiary Abumet Nigeria Ltd continues to produce EVONIGGLASS, a line of double- and triple-glazed glass. This glazing technology, which is manufactured in Nigeria specifically for tropical climates, was used when we replaced the old, single-glazed façade at the Nigerian National Petroleum Corporation (NNPC) Towers. Utilising such solutions not only guarantees high-quality insulation but also, most importantly, results in reduced energy usage as the insulation properties of the glass minimises the energy required for cooling the buildings' interiors.

Energy consumption

The total energy consumption in 2022 within Julius Berger Nigeria Plc was 11,170.8 GJ.² The total secondary energy usage (grid power) accounted for 5.3% of total energy consumed, with the remainder coming from liquefied natural gas (LNG) and diesel generators (94.7%).

SHORT-MEDIUM TERM GOALS

Monitoring and capturing data on energy consumption has become an integral aspect of our risk management strategy. Our aim is to improve our data collection capacities continually, covering both inputs and outputs in our processes. This will facilitate more-informed decision-making regarding our energy use and efficiency efforts.

CASE FEATURE:

JBN Fuel Switch Program – natural gas is a low carbon fuel and is widely regarded as the bridge fuel to a zero-carbon energy future. Therefore, it plays a critical part in driving a stable energy transition pathway, particularly for the energy-intensive construction industry. It also provides an opportunity for companies to reduce carbon emissions while renewable energy generation and storage technologies are being developed.

In 2022, we switched from the use of diesel to Liquefied Natural Gas (LNG) for power generation across some of our facilities in Abuja, including the head office, the main yards and our Utako camps. This transition from diesel to natural gas for power generation is a win-win strategy as it offers the opportunity to cut down on the impact of our business on the environment and enable us to keep our operational costs low. The lower carbon intensity and cost of natural gas gives it a clear edge over diesel.

3. Environmental compliance

Regulatory compliance

As a company dedicated to environmental stewardship, at Julius Berger Nigeria Plc, we comply with the federal and state laws where it operates. We perform Environmental Impact Assessments (EAI), Environmental Audits (EA), and regular Environmental Compliance Monitoring (ECM) at all our facilities to guarantee that we follow Nigeria's environmental laws. In addition, we make sure that all aspects of our organisation's health, safety and environmental policies comply with international standards and best practice.

Applying ISO:14001, an international standard emphasising the significance of environmental management in business operations, has allowed us to enhance our environmental standards monitoring and, consequently, our compliance.

In 2022, we were not fined or sanctioned in relation to non-compliance with international, national, sub-national or state environmental laws and regulations. Also in the reporting year, the Federal Ministry of Environment (FMEnv), the National Environmental Standards Regulatory Enforcing Agency (NESREA), the Lagos State Safety Commission and the Federal Ministry of Labour all inspected our facilities and projects, and they reported no breaches of applicable laws.

¹ - "IEA, 2022. "Buildings – Analysis." IEA, September 2022. <https://www.iea.org/reports/buildings>.

² - Conversion factor for electricity consumption: 1 MWh = 3.6 GJ

4. Supplier environmental assessment

Global supply chain has become more complex due to changes within the macroeconomy – for example, fluctuations in factors such as the oil price, labour costs and currency exchange rates – resulting in increased effort and a renegotiation of terms. On the logistics side, the increase in fuel costs and rental/repair fees due to the higher cost of commodities has posed a challenge to existing pricing structures. Despite these obstacles, our procurement procedures substantially benefitted our businesses.

All our procurements are regulated by strong ethical behaviour, integrity and strict compliance with established processes. Transactions are conducted in accordance with our Code of Conduct for Subcontractors and Suppliers (CCSS), Statement of Business Principles, and United Nations Global Compact (UNGC) principles. These guiding principles serve as the cornerstone for ethical business operations throughout our value chain. In line with this ethos, 95% of our supply chain comprises local community members, and 70% of our expenditures are with local merchants.

Our CCSS obliges third-party subcontractors and suppliers to protect their employees' health, safety and human rights, and to promote the ideals of respect, fairness and non-discrimination. We also require that our subcontractors and suppliers adhere to the UNGC principles. As a result, we expect them to abide by the relevant environmental standards and to reduce and/or eliminate their negative environmental impacts.



SHORT-MEDIUM TERM GOALS

Our immediate goal is to improve our data collection system. This will enable us to increase both the number of contractors and suppliers undergoing our procurement approval process prior to being added to our existing suppliers' database and the number of shortlisted suppliers that are assessed and selected based on our environmental criteria.

CASE FEATURE: ECOVADIS RATING

Our subsidiary, Julius Berger International GmbH subscribed to the EcoVadis rating in 2021 and received a silver award across all four rating areas of Labour and Human Rights, Environment, Corporate Ethics, and Sustainable Procurement. This rating puts our subsidiary in EcoVadis's top 8% of the most sustainable companies among our industry peers. We intend to foster more innovative solutions to meet our social and environmental responsibilities in the future, and we are committed to improving our operations and ratings in this regard.

5. Water and effluents

Water

The construction industry uses water for various activities including washing equipment and plant, drilling and piling operations, concrete batching, dust suppression and irrigation on project sites. Our environmental policy guides water resource management, including withdrawal and consumption; water usage is measured on a project-by-project

basis. Using concrete washout tanks, oil separators and bunded fuel storage tanks all prevent uncontrolled effluent releases from our various processes into the soil or water. Water treatment and water management is crucial to protecting our environment and to human and animal health. Our environmental policy guides our water management to ensure that we use this vital resource in a sustainable manner. This enables us to comply fully with all regulatory provisions regarding water use and, in turn, to protect the rivers serving the needs of our communities. Our main water sources are company-owned boreholes and state water boards.

Our operations and services' impacts on water resources are identified and measured through project EAs, based on the laws of the federal and state ministries of the environment. Environmental Impact Assessment (EIA) studies conducted for the project include environmental management plans (EMP) and contingency plans designed to address the potential water and other environmental-related impacts identified for our projects and operations. The EIAs and EMPs are carried out using approved scientific methodologies and are in line with international and national standards for water withdrawal, consumption and discharge; we are audited against those standards.

As we move into the future, we aim to achieve cost savings through innovative strategies to improve our water efficiency while delivering our usual high-quality results. We will continue to ensure that effluent is properly disposed of, especially where substantial quantities of chemicals and nutrients are present in them, ensuring

we continue to meet the standards imposed by international and national regulations.

Effluents

At Julius Berger Nigeria Plc, we have developed a robust waste management plan covering the control our effluent discharge. Waste water from our construction sites is mostly generated from washing construction equipment and vehicles, boring works, site surface runoff, and other plant maintenance activities. This waste water is collected and reused for construction works.

Furthermore, our various facilities undergo periodic EAs, during which a monitoring team obtains the necessary evidence to make certain that the mitigation measures and priorities listed in the EMP and contingency plans are implemented properly and address the identified water-related impacts of our operations effectively.

The recent audit of our facilities does not indicate any applicable laws have been breached. We are proud to report we have a positive record of adhering to the different environmental standards, as imposed by the regulatory agencies.

 **SHORT-MEDIUM TERM GOALS**

- As we advance into the future, we aim to generate cost savings through innovative strategies to manage and recycle our effluent while delivering our usual high-quality results.
- We will develop a data-collection plan to establish the total volumes of water withdrawal by source, the total water discharge by destination and the total water consumption by volume.
- We will also monitor our annual water consumption and discharge volumes to determine the impact of our water recycling and reuse measures.

6. Environmental impacts of products and services

Emissions and pollution (emissions, noise pollution, particulates)

At Julius Berger Nigeria Plc, we are committed to reducing GHG emissions from our operations and across our supply chain. The most significant atmospheric emissions from construction activities are dust (particulate matter [PM] less than 10µm) from the movement of equipment to and from construction sites, site clearing, earthworks and demolition; exhaust fumes from heavy equipment (diesel PM) and working with cement; and CO2 emissions from the on-site and off-site combustion of fossil fuels to generate energy. We are working to reduce our GHG emissions by gradually adopting low-carbon alternatives and improving our energy-efficiency initiatives.

Our approach to environmental responsibility at Julius Berger Nigeria Plc is indicative of the innovative thinking and foresight that have made us one of the continent's premier construction firms. To reduce the negative effects of our operations on the natural world, we are committed to creating and implementing innovative, eco-friendly policies and practices; by building solid relationships, we are consistently exploring new ways to reduce both the tons of waste generated and disposed of and the emissions we produce.

Given the high level of energy consumption in buildings, we have begun deploying sustainable solutions in our building designs and construction, as well as achieving related global certification standards for sustainability. We are dedicated to developing more vigorous energy transition initiatives and will continue to mitigate the inherent risks and seize opportunities to lower our overall carbon emissions while strengthening our ability to recognise and generate long-term value.

 **SHORT-MEDIUM TERM GOALS**

We aim to conduct an assessment to quantify our direct (scope 1) and indirect (scope 2) GHG emissions resulting from Julius Berger Nigeria Plc and its subsidiaries in Nigeria for the 2023 calendar year.

We will assess the reductions in GHG emissions resulting from the various mitigation strategies implemented by the Group.

7. Responsible waste management

The improper disposal of waste generated in construction sites could lead to the seepage of substances into both the soil and surface and groundwater bodies, polluting the ecosystem and endangering the health of members of the local communities. Therefore, we will guard against this very critical potential negative impact.

Construction activities such as land clearing, earth moving and reinforcement, operating diesel engines, and working with cement, concrete, silica, etc. generate high levels of particulates; these can be carried over long distances and contribute to air pollutions. Furthermore, land clearing can result in erosion and pollution from silt-bearing run-off and sediment, which can negatively affect water quality and aquatic life.

There is a process flow of inputs, activities and outputs that do or could lead to these significant waste-related impacts.

Significant waste is generated in three stages of our business value chain, namely the following:

- during upstream activities, such as mining and extracting construction materials by our third-party suppliers, and from our construction and demolition activities;
- soil and groundwater contamination can occur if this waste is not handled properly within construction sites or off-site during disposal by third-party waste-handling contractors; and
- the processing of construction materials and our activities also give rise to particulate emissions.

Management of significant waste-related impacts

Properly managed construction sites and effective waste management practices can mitigate waste-related impacts. As a company promoting sustainability, at Julius Berger Nigeria Plc, we are working to reduce waste generation through the judicious use of natural resources, reusing materials, organising waste management workshops and training, and providing on-site guidance on waste segregation to ensure their efficient recycling and disposal.

Project teams embrace efficient construction practices to minimise waste that is generated; several projects have successfully been certified under LEED.

Other key measures we have taken to prevent potentially significant waste-related impacts in our activities are as follows:

- preparing project environmental plans and project waste management plans that clearly detail the waste streams generated by our construction activities and the remedial measures required to minimise and manage those waste streams in compliance with prevailing state and federal laws and regulations;
- properly assessing and monitoring third-party waste management practices;
- properly handling materials, storage and protection and ensuring efficient material consumption;
- properly enacting site control, staff training and stock control to improve processes; enhancing material-usage efficiency; and minimising waste generation during construction;
- properly conducting project design/optimisation, planning and appropriate

procurement to limit construction-material waste during project implementation;

- minimising land disturbances to prevent erosion and excess water run-off from project sites and construction yards;
- controlling airborne dust and particulate pollution by spraying water to dampen down construction sites and yards;
- as far as is reasonably possible, replacing hazardous materials (e.g. paints and solvents) with non-hazardous substitutes, and enacting the well-managed transportation, handling and storage of hazardous substances to avoid spills and potential contamination; and
- avoiding burning materials on-site.

As part of our innovative waste management initiatives, in 2022, 1,363.6 metric tons of biowaste from our cashew processing plant was not disposed of but instead used as biomass for energy generation, animal feed production and as local fertilizer by third-party off-takers.

CASE FEATURE:

Julius Berger Nigeria Plc's dust suppression system

We provide turnkey building solutions, including complete furnishings, from our furniture-production unit, AFP, which was founded in 1990. Driven by the need to unlock economic value through sustainable furniture manufacturing, we developed and deployed a sawdust collection and reuse system in our furniture production factory in Idu, Abuja, Nigeria, in 2004. This system was integrated into the various stages of furniture manufacture, from cutting to processing and wood polishing. This has enabled us to collect sawdust of varying grades to use as fuel for steam generation.

This solution offers many benefits, including not polluting the environment with sawdust during furniture manufacture, protecting factory workers from related health hazards and protecting equipment from dust damage. It also provides a sustainable alternative to the fossil fuels used previously to generate steam while drying our locally sourced wood for furniture manufacture.

Julius Berger Nigeria Plc biowaste management system

We commenced our cashew-plant business plan in 2018 in a bid to expand our operation, and the production and export of processed cashews began in May 2022. The production process's main by-product is the cashew shells; these are an environmental concern if not properly disposed of, as the shells can potentially leak oil into the soil and affect groundwater quality. Also, cashew shells are a form of biomass waste used for energy generation. The shells are collected in silos and then removed by third-party off-takers that use them as biomass fuel in their power generation and process units. Other by-products of the cashew processing plant are the rejected cashew nuts (i.e. those not fit for processing), which are sold as animal feed, and the husks, which are sold to businesses in the local community for use as both fertilizer and animal feed.

In 2022, a total of 1,348.4 metric tons of cashew shells were collected and distributed to off-takers for use as biomass fuel, while a total of 15.2 metric tons of other cashew waste (husks and rejected cashews) was generated and sold to local businesses for use as fertilizer and animal feed.

We plan to produce cashew oil from the shells in the future

Plans for improvement

The following are our plans for improvement:

- improving the data collection process to establish the total amounts of waste (by category) generated from our activities;
- gathering segregated waste data by category; and
- establishing data on the total weight (in metric tons) of hazardous and non-hazardous waste diverted from disposal, and creating a breakdown of this total into the recovery operation types of reuse, recycling and other recovery operations.

Other potential impacts - noise and vibrations

Construction and demolition activities generate noise and vibration from heavy equipment operations, transport equipment and general construction works. This noise and vibration from construction operations may disturb wildlife in the project's vicinity and threaten their existing habitat. Excessive noise levels can also negatively impact the health of our employees and people within the communities local to the project area. Therefore, we continue to dedicate effort and resources to minimising noise and vibration pollution at our project sites and working environments, and we apply leading local and international standards to mitigate the negative impacts of noise and vibration.

Environmental consultants undertake environmental monitoring of our major projects to ensure that noise levels comply with the required standards of state and federal enforcement authorities.

SOCIAL RESPONSIBILITY

CREATING VALUE IN OUR SOCIETY

At Julius Berger Nigeria Plc, we remain committed to creating long-term value in our operating areas. We foster inclusive growth; support the well-being of individuals, businesses and communities; and contribute to Nigeria's sustainable socioeconomic development by prioritising our local communities and embracing our social responsibility. We believe that true success goes beyond financial performance; it is about making a positive and lasting impact on the communities and society in which we operate. We recognise that our operations have a profound influence on the lives of individuals, the well-being of communities and the overall development of our nation. Consequently, we embrace this responsibility with great determination and a deep sense of purpose.

Our Corporate Social Responsibility (CSR) Policy explains the ambitious goals we have set for ourselves, the rationale behind them, and the steps we are taking to achieve them. The policy highlights the focus areas for our CSR initiatives through which we are striving to empower local communities; foster inclusivity; ensure safety, security and well-being; and contribute to the growth and development of Nigeria.

Our local communities

We recognise the importance of engaging with and contributing positively to the local communities in which we operate. Our commitment to sustainable development extends beyond our core business activities, as we work to create lasting value in the following ways:

1. Community development projects: We have undertaken various community development projects aimed at improving infrastructure, education, healthcare

and social well-being. Examples include constructing schools, hospitals, roads, orphanages, public toilets and water supply systems, plus donating food items, medication, toiletries and relief materials for flood victims. These initiatives have directly benefitted local communities and enhanced their quality of life.

2. Employment and skill development:

We prioritise local employment and skill development for workforces within our communities and society at large by providing job opportunities, vocational training and apprenticeships to young, local residents through our contribution and collaboration towards the Federation of Construction Industries / German Agency for International Cooperation's (FOCI/GIZ) Training Centre, empowering them by providing valuable skills and economic development opportunities. This approach fosters inclusivity and contributes to the growth and prosperity of these communities.

In 2022, about 10 persons were selected from various communities along the Abuja-Kano Road project corridor to receive both full sponsorship from the FOCI/GIZ in masonry, plumbing and carpentry, and training stipends from Julius Berger Nigeria Plc.

3. Stakeholder engagement: We actively engage with community leaders, local authorities and other relevant stakeholders so as to understand community needs, concerns and aspirations. By maintaining an open dialogue and incorporating community feedback into our decision-making processes, we ensure our operations align with the local communities' expectations and priorities.

Safety around our sites

Safety is a core value at Julius Berger Nigeria Plc, and we are committed to maintaining the highest standards of safety for our employees, contractors, and surrounding communities. We have implemented robust safety measures to create a secure environment, and our initiatives include:

1. Comprehensive safety training:

We provide extensive safety training programmes for our employees and contractors, emphasising the importance of hazard identification, risk assessment and safe work practices. By equipping our workforce with the necessary knowledge and skills, we promote a safety culture that extends beyond our project sites to the communities in which we operate.

2. Occupational health and wellness:

We prioritise the health and well-being of our employees. Our comprehensive occupational health programmes include regular health check-ups, access to medical facilities and awareness campaigns on health-related issues. By promoting employee wellness, we not only protect our workforce but also contribute to the overall well-being of the communities in which we operate.

3. Collaborative safety initiatives:

We actively collaborate with industry associations, regulatory bodies and local communities to share best practice and jointly address safety concerns. By engaging in these partnerships, we contribute to raising safety standards across the construction industry and ensuring a safer working environment for all stakeholders.

Our social investment activities

At Julius Berger Nigeria Plc, we recognise the importance of CSR and the role it plays in sustainable development. We are committed to allocating resources to initiatives with a positive social impact. Our focus areas include these:

1. Education and skills development:

We invest in educational programmes, scholarships and vocational training initiatives to promote access to quality education and enhance skills development. By empowering individuals with knowledge and skills, we are contributing to building a skilled workforce and fostering socioeconomic growth.

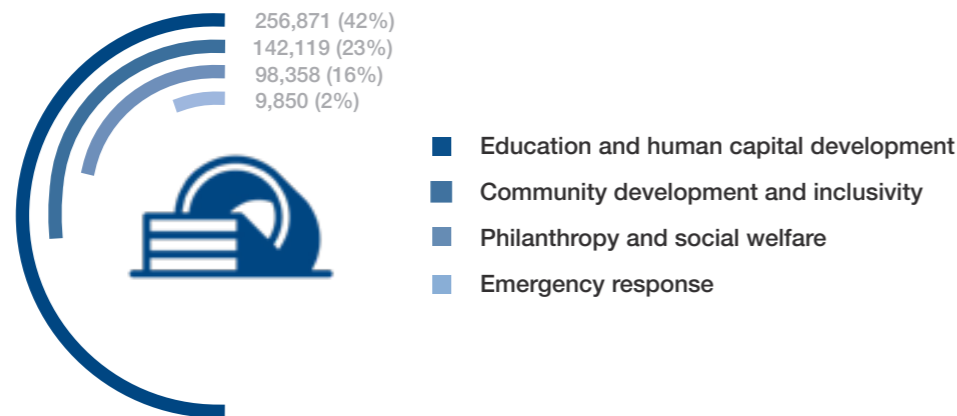
2. Health and well-being:

We support healthcare facilities, medical outreach programmes and public health campaigns to improve access to healthcare services and raise awareness about prevalent health issues. Our aim is to enhance the well-being and quality of life for both individuals and communities.

3. Employment creation:

We understand that Nigerian youth deserves opportunities for sustainable means of livelihood through access to quality jobs. Therefore, we are continuing to work hard to actualise this aspiration in our country of operation. In 2022, the total number of our direct new hires was 2,610, out of which 2,322 were male and 288 were female. We also understand that far more jobs were created in the economy through the multiplier effect of our diverse operational activities, including across our supply chain. We remain committed to creating new job opportunities for Nigerians through operational expansion and patronising local vendors and contractors, among other indirect impacts.

Showing Julius Berger Nigeria Plc's 2022 CSR spend (₦ 000)



Our total CSR expenditure for 2022 was more than ₦507 million. We provided around ₦256 million to education and human capital development, ₦142 million to philanthropy and social welfare, ₦98 million to community development and inclusivity, and ₦9 million to emergency response services. Our approach to social development is reflected in the segmentation of the areas through which we support society. In addition, the CSR spend for 2022 represents 6.4% of our profit after tax (₦7.9 billion). Our economic performance reflects our commitment to society and shows how we drive value through value.

Julius Berger Nigeria Plc's Science, Technology, Engineering and Mathematics (STEM) Scholarship Awards

At Julius Berger Nigeria Plc, in 2022, we awarded scholarships to 86 female undergraduate engineering students in various tertiary institutions across the country as part of our STEM Scholarship Initiative. The scholarship is a cash grant of ₦100,000.00 given to each of the awardees.

This initiative is part of our commitment to promote inclusion and diversity in the engineering industry and to contribute to reaching both Sustainable Development Goal (SDG) 4, which is for inclusive and equitable quality education, and SDG 5, which is for achieving gender equality and empowering women in Nigeria.



Through this scholarship programme, we aim to encourage more women to pursue science, technology, engineering and mathematics (STEM) careers and empower them to take leadership roles in the male-dominated engineering space.





JBN STEM Scholarship Awards ceremony



At Julius Berger Nigeria Plc, we granted scholarships to 86 female engineering undergraduates from different tertiary institutions across the country as part of our STEM Scholarship Initiative. Each recipient received a cash grant of ₦100,000.00.

The Bonny Consulate Building

To promote the rich cultural heritage of the Bonny Kingdom, we at Julius Berger Nigeria Plc signed a Memorandum of Understanding (MoU) with LNG Nigeria Ltd (NLNG) to reconstruct the historic Bonny Consulate Building as a joint CSR project, which commenced in March 2021 and was completed in June 2022.

Our scope of work in the joint project was the construction of an office space for His Majesty, the Amanyabo of the Bonny Kingdom; the Tourism Initiative; a studio for Bonny FM Radio Station; a library; a museum; a café; a cinema; a seminar/exhibition hall; a souvenir shop; and offices for those who will manage various aspects of the facility.

The impact of the increased tourism activities in the community will further our aim of promoting SDG 8, which is sustained, inclusive and sustainable economic growth, and providing productive employment and decent work for residents of the community; and SDG 11, which is providing sustainable cities and communities.



Old Bonny Consulate Building
credit: The British Museum



Toilets and borehole construction

One of our initiatives that reflects our commitment to bettering our communities is the donation of toilet buildings and boreholes to several public secondary schools in Kano, Kaduna and Abuja. Our goal is to improve access to potable water and sanitation in these schools, as part of our contribution to meeting the SDGs. By providing these essential amenities, we are enhancing the students' learning experience and creating a nurturing environment that promotes their academic growth and overall well-being.

These projects are in line with SDG 6, which is providing clean water and sanitation; SDG 4, which is providing quality education; and SDG 3, which relates to good health and well-being. By providing these vital resources, we seek to create a hygienic and conducive learning environment for the students, teachers and staff of the schools.



Farmers training project

Our pilot Cashew Production Cascading Training – which has provided knowledge and skills to over 330 farmers in Ogbomosho (Oyo State) and Oro (Kwara State), with 39% of trainees being female – was concluded in December 2022. As we delve into the agricultural sector through our cashew production and processing value chain, with this sector having huge untapped potential for export, the project aims to provide valuable skills to farmers that will better position them to maximise their income and access employment opportunities.

The project further drives our contribution to achieving the SDG 2, which promotes sustainable agriculture; SDG 6, which promotes gender equality and empowerment for women and girls; SDG 8, which promotes inclusive and sustainable economic growth; and SDG 12, which is to ensure sustainable consumption and production patterns.



Donating relief items to flood victims



By expressing solidarity and offering assistance to those affected by the floods in 2022, we at Julius Berger Nigeria Plc demonstrated a genuine concern for the well-being of the communities we serve. This initiative exemplifies how we actively engages with societal challenges, showcasing our role as a responsible corporate citizen that goes beyond our business operations to contribute positively to the broader community.



International Women's Day celebration



At Julius Berger Nigeria Plc, we underscored our strong commitment to fostering an inclusive workplace through our celebration of the 2022 International Women's Day. Our active participation in this global event reflects our dedication to gender diversity and equality within our workforce.



Literacy campaign

By actively engaging with schools and communities, we have underscored our role in promoting education and equipping young minds with the tools they need to succeed. This initiative not only showcases our investment in the future of these regions but it also exemplifies our determination to create a lasting positive impact beyond construction projects.

HEALTH & SAFETY AT JBN

Health and safety risk management

The health and safety of our employees are of paramount importance to us. At Julius Berger Nigeria Plc, we adhere to strict occupational health and safety (OH&S) standards, providing a safe and secure working environment for all. We have a robust Occupational Health, Safety and Environmental Management System (OH&SEMS) that is based on the principles of ISO 45001, ISO 14001, and the UK's Health and Safety Guidance (HSG) 65. The OH&SEMS was implemented to meet the requirements of Nigerian law pertaining to safety and environmental issues, and it also meets the demands of Nigerian state laws. To ensure there is strict adherence to our strong HSE policy, regular health, safety and environment (HSE) audits are carried out by experts from our HSE division.

Employee health and wellbeing

At Julius Berger Nigeria Plc, our employees' health and well-being are top priority, therefore all employees are provided with health insurance and regular medical examinations are conducted. As previously noted, we have our comprehensive Substance Abuse Policy and Occupational Health and Safety (OH&S) Policy in place. There are regular health and safety awareness workshops, induction training, toolbox talks, briefings, etc. given to employees, contractors and subcontractors to create awareness of the potential OH&S issues associated with our operations.

In addition to our commitment to safeguarding the health and well-being of our employees, there is ongoing monitoring of medical and workplace occupational hygiene to scrutinise both employees' potential exposure and the effectiveness of the control measures in place. In addition, all our employees are given the appropriate personal protective equipment (PPE) and are trained on how to use them.

Sub-contractor health and safety

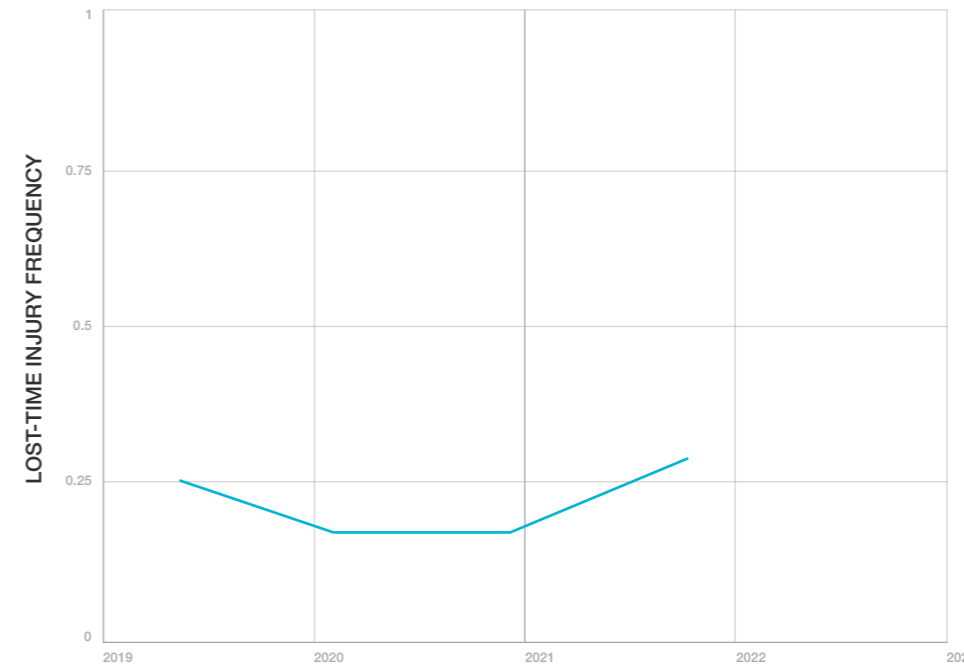
We believe that sustainable business is good business. Through our own third-party audits and subcontractor qualification evaluations, we manage subcontractors by monitoring and assessing their performance in terms of health and safety, using key indicators such as applying safe practices to all business decisions, consistently displaying a high level of integrity in all dealings, providing exceptional work quality and offering cost-saving innovations.

Health, and safety trainings and statistics

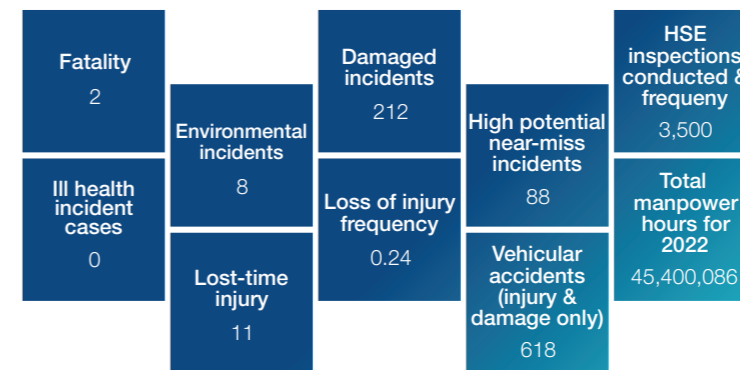
In line with our target of maintaining 100% HSE compliance, minimising work-related injuries and accidents, and improving performance, we recorded a total of 8,245 hours across multiple internal and external health-and-safety-related training for 1,697 workers (an average of 0.21 training hours per employee) across all cadres; reduced the number of fatalities and ill-health incidents to two and zero, respectively, compared to 2021 (which had three fatalities and three incident cases); and also reduced our lost time injury frequency rate (LTIFR) across our operations, from 0.24 per 5 million man-hours worked in 2022 versus 0.19 in 2021 (see Figure 1). The score shows that we

had less than 1 Lost Time Injury for every five million man- hours worked - With an increased man-hours worked of 45.4 million (19.8%) and the peculiarity of our industry, this is a remarkable result and an indicates the robustness of OH&SEMS, which we intend to sustain (see Figure 2).

At Julius Berger Nigeria Plc, the many health and safety risks associated with our industry are addressed and prevented by our robust OH&SEMS, which serves as the cornerstone of our safety culture.



Julius Berger Lost-Time Injury Frequency



HSE statistics

DEVELOPING OUR HUMAN CAPITAL ASSETS

At Julius Berger Nigeria Plc, we recognise that our greatest asset is our people. We are committed to fostering a work environment that promotes professionalism, growth, skills development and personal well-being. This section highlights our initiatives and achievements in developing our human capital assets.

Through investing in training and development, empowering our employees, attracting and retaining top talent, prioritising health and well-being, and promoting knowledge sharing and collaboration, we are striving to create an environment in which our employees can thrive, both personally and professionally. We are committed to continuously enhancing our human capital assets to guarantee our long-term success and to contribute positively to society. To this end, in the year under review, we did the following:

- implemented a comprehensive training programme to improve employees' skills and competencies in line with organisational goals;
- increased our investment in professional development opportunities, resulting in a higher percentage of employees participating in relevant training programmes;

- increased diversity across various levels and departments, so as to promote a more inclusive and representative workforce;
- managed New Beginning Training for retiring employees; and
- recorded a total of 45,234 hours of training and general skills development.

Labour management relations

We are committed to building trust between us, our employees and the communities in which we operate by fostering strong labour management relations. To respect and protect our employees' freedom of association, collective bargaining and personal rights, we have enhanced our relationships with trade unions across the country

Julius Berger Nigeria Plc's people

We take pride in our diverse workforce that comprises talented individuals from various backgrounds, cultures and disciplines. Our employees bring their wealth of knowledge and experience to our organisation, enabling us to deliver exceptional projects and solutions to our clients. We value the unique perspectives and contributions each employee brings, fostering an inclusive environment in which everyone feels respected and empowered.



Total number and rate of new employee hires

		2022
Gender	Male	2,322
	Female	288
Age group (years)	18-25	771
	26-30	785
	31-50	895
	51 and above	159

Total number and rate of employee turnover

		2022
Gender	Male	4,581
	Female	133
Age group (years)	18-25	555
	26-30	1,294
	31-50	2,158
	51 and above	707

Learning and development

We believe in the power of continuous learning and development. To ensure our employees remain at the forefront of industry trends and technologies, we have implemented robust training programmes that encompass technical skills, leadership development and personal growth. By investing in this training, we empower our employees to perform at their best and contribute to our success. We offer a range

of development opportunities to enhance their skills, knowledge and competencies. These include the following:

1. Technical trainings

We provide comprehensive technical training programmes to ensure our employees stay up to date with the latest industry advancements and best practice. These programmes cover a wide range of disciplines, including engineering, construction, project management, architecture and sustainability.

2. Leadership development

We believe in nurturing the leadership potential of our employees. We offer leadership development programmes and workshops that focus on cultivating key competencies such as communication, problem-solving, decision-making and team management. These initiatives help our employees to grow into effective leaders who can drive positive change within our organisation.

3. Continuous learning

We promote a culture of continuous learning and encourage employees to expand their knowledge beyond their immediate roles. We provide access to online learning platforms, industry conferences, seminars and workshops, enabling our employees to explore new areas of interest and stay informed about emerging trends.

Learning and development programs

	2022	2021
Total number of employees trained (male)	2,794	3,116
Total number of employees trained (female)	213	263
Total number of trainees (induction)	2,610	3,707
Total number of employees trained (male and female)	5,617	7,086
Total number of trainings	85	73
Total learning hours	45,234	30,489
Average learning hours	4.21	2.28
Total amount spent	97,375,806	51,586,000

Employment

At Julius Berger Nigeria Plc, we believe employment is not just about offering job opportunities but it also provides the ability to create fulfilling and enriching experiences for our employees. In this section, we delve into our commitment to providing a supportive and inclusive work environment, ensuring fair employment practices, and fostering career growth opportunities for all staff.

Equal employment opportunity

We provide equal employment opportunities to all individuals, and we maintain a workplace culture that values diversity and promotes inclusivity. Our recruitment and selection processes are designed to be fair, transparent and unbiased, ensuring that all candidates have an equal opportunity to showcase their skills and abilities.

Employee benefits and compensation

We understand the importance of competitive and fair compensation packages in attracting and retaining top talent. We offer a comprehensive benefits suite, and employees are rewarded fairly for their contributions and achievements. We provide the following benefits to our employees:

- Life insurance
- Healthcare
- Maternity leave
- Rent subsidy
- Retirement provision
- Annual salary increment

Showing number of women who Benefitted from Julius Berger Nigeria Plc's maternity leave

Maternity Leave Description	Number
Total number of employees that were entitled to maternity leave	All female employees are entitled to maternity leave for a duration of four months
Total number of employees that took maternity leave	42 female employees (male employees not eligible to maternity leave)
Total number of employees that returned to work in the reporting period after maternity leave ended	39
Total number of employees that returned to work after maternity leave ended that were still employed 12 months after their return to work	39

Employee engagement and work culture

We endeavour to create an engaging and positive work culture where employees feel valued, motivated, and connected to the organisation. We encourage open communication, collaboration, and teamwork. Our employee engagement initiatives include employee surveys, suggestion boxes, and platforms for sharing ideas and feedback.

Diversity and equal opportunity

We embrace diversity and strive to create an inclusive work environment in which everyone is treated with respect and has equal opportunities to thrive. We recognise that diversity is not just a tick-box exercise but a fundamental asset that drives

innovation, creativity and success. We value the unique backgrounds, perspectives and experiences that everyone brings to our organisation. By embracing diversity, we foster an environment in which different ideas are shared and diverse solutions are developed to meet the challenges we face.

Our commitment to diversity extends beyond our internal operations. We believe in promoting diversity and inclusion throughout our supply chain. We actively seek to engage suppliers from diverse backgrounds and underrepresented groups, providing them with opportunities to participate fairly in our procurement processes. Through supplier diversity, we contribute to economic growth and empowerment within the communities we operate in.

Percentage of employees per employee category

		2022	Representation ratio
Gender	Male	13,200	94%
	Female	843	6%
Total		14,043	100%
Age group (years)	Under 30	1,545	11%
	30-50	9,408	67%
	Over 50	3,090	22%
Total		14,043	100%
Total number of employees at year end		14,043	

GLOSSARY

A-D

Term	Definition
Agro-processing	Agro-processing refers to the conversion of raw agricultural materials into value-added products through various techniques and methods.
Best practices	Best practices refer to a set of guidelines, methods, or techniques that are widely recognized as effective and efficient in a particular field or industry.
Biomass fuel	Biomass fuel refers to any organic material derived from living or recently living organisms that can be used as a source of energy. It is a renewable and sustainable alternative to fossil fuels.
Carbon emissions	Carbon emissions refer to the release of carbon dioxide (CO2) and other greenhouse gases into the atmosphere.
Code of conduct	A Code of Conduct is a set of rules or guidelines that outline acceptable behaviour and ethical standards within the organization.
Corporate Social Responsibility (CSR)	Corporate Social Responsibility (CSR) refers to the concept that the company has a responsibility to positively impact society and the environment beyond their financial goals.
Diversification strategy	Diversification strategy refers to an approach where the company expands its operations into new markets or industries that are different from its existing products or services.

E-H

Term	Definition
Energy transition	Energy transition refers to the shift from traditional, fossil fuel-based energy sources to more sustainable and renewable energy sources. It involves a fundamental change in the way we produce, distribute, and consume energy.
Environmental stewardship	Environmental stewardship refers to the responsible and sustainable management of natural resources and ecosystems to ensure their long-term health and viability
Environmental impact assessments	Environmental Impact Assessments (EIAs) are systematic processes used to evaluate the potential environmental consequences or impacts of proposed projects, policies, or activities. They aim to identify and assess the potential positive and negative effects on the natural environment and human well-being.
Environment, Social and Governance (ESG)	Environment, Social, and Governance (ESG) is a framework used to evaluate the sustainability and ethical impact of a company's operations.
Federation of Construction Industry (FOCI)	Federation of Construction Industry, FOCI, is the body for construction and allied companies in Nigeria. FOCI provides a platform for its Members to pursue common interests within the law, liaise with relevant government agencies in matters of common interest and regulate the minimum conditions of service for employees in the construction industry.
Governance structure	A governance structure refers to the framework or system that guides decision-making, accountability, and overall management within the organization. It outlines how power and authority are distributed, and how various stakeholders are involved in the decision-making process.
Greenhouse Gases (GHG)	These are gases in the atmosphere that raise the surface temperature of the Earth.
Human capital assets	Human capital assets refer to the skills, knowledge, experience, and capabilities possessed by individuals within the organization. They represent the collective human resources and intellectual capital that contribute to the overall productivity, growth, and success of the company.

I-P

Term	Definition
Macroeconomic developments	Macroeconomic developments refer to the changes and trends in the overall economy of a country or a region. They focus on broad indicators and variables that reflect the health and performance of the economy as a whole, rather than individual sectors or industries.
Material-to-revenue conversion	Material-to-revenue conversion refers to the process of transforming raw materials or components into finished goods or services that can be sold to generate revenue for a business. It involves the entire production cycle, including procurement of materials, manufacturing or assembly, and ultimately delivering the final product to customers
Materiality assessment	A materiality assessment is a process used to determine the importance or significance of certain factors, issues, or impacts within a particular context. It helps the organization identify and prioritize key areas that require attention or action.
Materiality matrix	A materiality matrix is a visual tool used by the organization to assess and prioritize their sustainability or environmental, social, and governance (ESG) issues. It helps identify and categorize the most significant issues that impact the organization and its stakeholders.
Methodology	Methodology refers to a systematic approach or set of methods used to conduct research, solve problems, or achieve specific goals.
Pollution	Pollution refers to the presence or introduction of harmful substances or contaminants into the natural environment, such as air, water, or soil, that can cause adverse effects on living organisms, ecosystems, and human health.

Q-T

Term	Definition
Quality Management system	A Quality Management System (QMS) is a structured framework or set of processes and procedures implemented by the organization to ensure that its products or services consistently meet or exceed customer requirements and expectations. It involves managing and controlling various aspects of quality throughout the entire organization.
Reduction, reuse, and recycling	Reduction, reuse, and recycling are three fundamental principles that promote sustainable practices and minimize waste generation. Reduction focuses on reducing the amount of waste we produce by being mindful of our consumption habits and making conscious choices to minimize waste at the source. Reuse emphasizes finding alternative uses for products and materials, extending their lifespan and reducing the need for new resources. Recycling involves the process of converting waste materials into new products through various techniques, thereby reducing the demand for virgin materials and conserving resources.
Social Responsibility	Social responsibility refers to the ethical obligation of individuals and organizations to act in ways that benefit society as a whole. It involves considering the impact of one's actions on the well-being of others and taking steps to contribute positively to the community, the environment, and various social issues.
Sustainable infrastructure development	Sustainable infrastructure development refers to the planning, design, construction, and maintenance of physical structures and systems that meet the needs of society while minimizing negative environmental impacts and promoting long-term economic, social, and environmental sustainability.
Sustainable innovations	Sustainable innovations refer to the development and implementation of new ideas, products, or practices that aim to meet present needs without compromising the ability of future generations to meet their own needs.
Sustainability	Sustainability refers to the ability to meet our current needs without compromising the ability of future generations to meet their own needs. It is about finding a balance between social, economic, and environmental factors to ensure long-term well-being for both people and the planet.

U-Z

Term	Definition
Urbanization	Urbanization refers to the process in which an increasing number of people move from rural areas to urban areas, resulting in the growth and development of cities and towns.
Value chain	A value chain refers to the series of activities and processes that a company goes through to create and deliver a product or service to its customers. It includes all the steps involved in transforming raw materials into a final product or service that is ready for consumption.
Waste generation	Waste generation refers to the process of producing or creating waste materials as a result of human activities. It involves the production and accumulation of various substances that are no longer useful or desired, and are thus discarded.

Statement of use	Julius Berger Nigeria Plc has reported the information cited in this GRI content index for the period of January 2022 to December 2022 with reference to the GRI Standards.
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