

DCSA - Code of Conduct

A Message from our CEO

For purposes of this document, Dangote Cement South Africa (Pty) Ltd ("DCSA" or the "Company") includes its subsidiaries and associate Companies in which it has board representation.

Every day through our actions, each of us is responsible for how DCSA is perceived. Through the way we treat employees, customers and consumers, and demonstrate respect for laws and regulations, DCSA's reputation is built as a company with the highest integrity. The company's reputation for integrity is a vital business asset that depends upon the commitment of DCSA people to act in accordance with DCSA's Code of Conduct and comply with all laws.

The Code of Conduct provides guidance with a set of principles that reflect DCSA's values and established standards for governing ethical behaviour within DCSA. The Code of Conduct will be updated regularly and reissued to ensure its completeness and relevance.

Recent events in the business world have served as a reminder of the importance of conducting business in an ethical and compliant manner. It is imperative that behaviour and decisions within DCSA live up to the ideals and values as stated in the Code of Conduct.

As a member of DCSA, it is important that the Code of Conduct is read, understood and fully complied with by all of us. It is each person's responsibility to bring to the attention of management any situation which is believed to be in conflict with the Code of Conduct.

DCSA's reputation is entrusted to all DCSA employees, management, executive and the board of directors. Thank you in advance for your ongoing commitment to our shared values and your ethical leadership, which are essential to our continued business success.



PIETER FREDERICK FOURIE
CEO/MEMBER OF THE AUDIT AND RISK
COMMITTEE

DATE: 6 May 2016

ABOUT THE CODE OF CONDUCT

The Code of Conduct serves as a guide for daily business interactions, reflecting the standard for proper behaviour and corporate values. The Code clearly conveys the manner in which business results are achieved matters just as much as achieving them. The Code of Conduct applies to all DCSA (people), including Directors, Officers, and all employees of the Company. Vendors and Suppliers are urged to comply with the requirements of this Code of Conduct as a condition for conducting business with DCSA.

Most importantly, each employee is responsible for demonstrating integrity and leadership by complying with the provisions of the Code of Conduct, the company policies and all applicable laws. By fully including ethics and integrity into ongoing business relationships and decision-making, enables DCSA to demonstrate a commitment to a culture that promotes the highest ethical and moral behaviour.

Complying with the Code of Conduct is easiest to ensure by using good judgment and seeking guidance when questions or uncertainties arise. If you are uncertain, before you proceed with a specific action, ask yourself the following:

- Am I authorised to do this?
- Is the action the right thing to do?
- Is the action legal and consistent with the Code of Conduct or other policies?
- Would I be comfortable to report this action to someone I respect?
- Will the action further enhance DCSA's reputation as an ethical company?

If the answer to any of these questions is NO or if you have any questions or concerns about interpreting or applying the Code of Conduct or any related DCSA standard, policy or procedure, you should discuss the situation with your manager, Organisational Performance or the Company Secretary.

No punitive action will be taken against anyone for complaining about, reporting, participating or assisting in the investigation of a suspected violation of the Code of Conduct, unless the allegation made or information provided is found to be intentionally false. To the fullest extent possible, DCSA will maintain the confidentiality of all complaints.

The Code of Conduct is available on the DCS. If additional information regarding any of the topics listed in the Code, or any of the supporting procedures, is required, please refer to the Organisational Performance department who will provide more specific guidance for the application of the Code.

Compliance with the Code of Conduct

The Code applies uniformly to all wholly owned and majority held DCSA businesses, employees and directors without exception. Each DCSA employee and director is required to know and understand the Code's relevance to their areas of responsibility.

In most instances it is clear what constitutes ethical and moral business conduct. In such instances DCSA has a policy of zero tolerance of unethical conduct irrespective of whether the consequences for DCSA resulting from the unethical conduct are big or small.

Matters dealt with specifically in the code and in official DCSA policies and procedures are regarded as matters in respect of which there is ethical clarity.

"Zero tolerance" in this context means that management may not simply ignore clear deviations from DCSA's Code of Conduct in their areas of responsibility and should take such formal developmental, corrective or disciplinary action (in consultation with Human Resources) as may be appropriate in view of the seriousness of the deviation. Failure to take such action is in itself unethical.

Compliance with the Code in instances where it is not clear how to apply the Code requires a discussion of the matter with your line manager. If uncertainty persists, the matter should be referred to either the Company Secretary or executive management and if the consequences of a decision may be material from a reputational or value point of view, the executive management member has a duty to refer the issue via the Company Secretary to the appropriate member of the board of directors, and the executive committee.

Employees should feel comfortable to discuss ethical concerns with their line managers as DCSA advocates free and open communication. Unethical conduct can be anonymously reported to the Whistleblowing Line, Wisecall at 0800-227-007 anonymously. The call centre is outsourced and anonymity is guaranteed in terms of the provisions of the South African Protected Disclosures Act which provides for the protection of employees who make disclosures.

All reports will be investigated should sufficient information be provided and the appropriate corrective action will be taken.

Governance of DCSA's Code of Conduct

The Code is only one element of DCSA's ethics programme. In broad terms, DCSA's ethics programme consists of the following:

- Agreement on a set of ethical principles and standards and reducing it to a code of conduct;
- Communication of the Code throughout the company;
- Implementation of systems and processes to ensure behaviour consistent with the Code;
- Monitoring the implementation of the Code;
- Reporting on the implementation of the Code.

The DCSA board of directors is ultimately accountable for ethical business conduct at DCSA. To this end the board has mandated the executive committee to ensure that DCSA has an effective code of conduct, structures and programmes to institutionalise and monitor the Code in DCSA.

The Code will be approved by the DCSA board on recommendation of the executive committee. The management of the various DCSA businesses are accountable for the implementation of this Code in their business areas.

Duties of each manager in implementing the DCSA Code of Conduct

Each DCSA manager is required to ensure that the Code is properly communicated and understood by all DCSA staff in his/her area of responsibility.

Please contact the Organisational Performance Manager or the Company Secretary if you require any assistance in implementing the code in your area of responsibility.

The O P department is required to ensure that all new employees receive a copy of the Code when they are appointed. Line managers of new employees have a duty to ensure that new employees are properly trained in the application of the Code.

DCSA - Code of Conduct

Responsibility

The Board, executive management and employees of DCSA are held responsible and accountable collectively to the other stakeholders for actions of DCSA

1. Responsibility and accountability to apply DCSA's resources to maximise sustainable returns to DCSA's shareholders

The primary responsibility is to maximise sustainable returns on the investments of DCSA's shareholders. Accordingly the above mentioned are accountable to continuously improve the effectiveness of the activities within the business of DCSA. To this end, signatories of this Code commit to deliver clearly defined results in their respective areas of responsibility that can be linked to DCSA's overall profitability, growth and value creation targets.

Accountability to shareholders includes a firm commitment to effective corporate governance of all activities in DCSA. This is achieved by a structured approach to governance, reporting and the division of responsibility. Material issues will be reported promptly, concisely and accurately to the next level of management or governance authority.

2. Manage DCSA to be a responsible corporate citizen and commit to conduct DCSA's business with due regard to the interests of its stakeholders, the environment and its social responsibilities

Profitability and superior returns to shareholders can only be sustained and improved in the long term if achieved with due regard to the interests of the stakeholders. Acting as responsible corporate citizens DCSA will take into account the broad and long term issues required to ensure sustainability and long term profit growth. Particular attention should be given to DCSA's business unit, specific safety, health, environmental and quality processes and procedures. These are obtainable from the DCSA DCS.

DCSA will build relationships with all stakeholders on the basis of the principles and standards outlined in the DCSA values and this Code. More specific responsibilities to the main stakeholders are as follows:

2.1 Customers (different issues for internal customers)

Commitment to meet customers' needs by providing world-class service, optimal product performance and efficient support systems. To this end management will:

- Understand customers' changing needs and meet them;
- Listen to and respond quickly to customers' agreed requirements;

DCSA - Code of Conduct

- Actively seek feedback from customers to confirm that the company is satisfying their requirements;
- Take responsibility for addressing poor customer service in and beyond particular work areas; and
- Base the company's goals on the requirements of the customers.

2.2 Employees

The company will respect employees and encourage them to grow as unique contributors to their teams. The company will reward performance, respect, diversity and exploit advantages that diversity may bring.

DCSA is committed to:

- Team-based behaviour;
- Eradicating discriminatory practices; and
- Entrenching a performance ethic in DCSA.

Human resources management policies are available on the DCSA DCS.

2.3 Suppliers and business partners

Without the loyal and unwavering support of suppliers, contractors and business partners, DCSA will find it difficult to achieve its objective of value creation for shareholders. Therefore, while DCSA will always strive to obtain the maximum value for all money expended, it will view relationships with suppliers, contractors and business partners as mutually beneficial partnerships in which all parties integrate their talents, resources and efforts to exceed expectations, whilst continuously striving to do better.

Suppliers of goods, services and capital are afforded a fair opportunity to compete for the company's business on the basis of clear and transparent procurement procedures, policies and evaluation criteria.

DCSA is committed to contribute significantly to black economic empowerment in South Africa in accordance with its existing legislation. The Procurement policy is as indicated in the BBBEE policy.

2.4 Society and communities

DCSA recognises that it will perform better if the communities in which it operates are stable and content. The company's activities and corporate social investment programmes are

DCSA - Code of Conduct

focused and managed in such a way as to make a positive impact on communities in which it operates.

As a committed South African domiciled company, DCSA has a particular interest in contributing constructively to the stability and prosperity of South Africa. National, non-partisan priorities such as improving education, skills development, productivity, capacity building, employment equity, black economic empowerment, poverty reduction, entrenching democratic principles, crime prevention and the campaign to combat HIV/Aids receive the support of the company.

DCSA's corporate social investment programme in South Africa is currently focused on:

- BBEE Enterprise development;
- Education, training and skills development;
- Job creation and skills development;
- Early childhood development;
- Sports development;
- Health and welfare;
- HIV/Aids; and
- Environmental Management.

DCSA will assess and report on its contributions of its operations to shareholders and communities in which we operate through, amongst other, the annual sustainability report.

2.5 Governmental bodies

DCSA bases its interactions with all governmental representatives on this Code and compliance with applicable laws and regulations.

Contributions to government officials or political parties

Contributions to political parties or government officials or any associated parties/bodies may be construed as an inducement for future beneficial treatment, and/or interference in the democratic process in South Africa. DCSA businesses therefore do not and will not make payments or any other contributions to government officials or political parties or associates irrespective of the temptation or the difficulty that may arise from the non-participation of such payment or contributions solicited from such officials or parties.

Government co-operation

DCSA - Code of Conduct

DCSA will endeavour to be cooperative and open in its dealings with all governmental bodies. The Company Secretary or legal representative should, however, be involved if such dealings that may have legal consequences such as when application is made for a permit or in interactions with a governmental body charged with the responsibility to enforce laws or regulations.

3. Safety, health and the environment

DCSA is sensitive to the impact that its activities may have on people and the environment. Safety, health and environmental protection form an integral part of the company's planning and decision-making.

The safety of employees and other people on all sites is the company's top priority. Every staff member has the right and is obligated to challenge and report unsafe conditions, behaviour and procedures that he or she may observe.

DCSA operates its businesses, in all instances, in a way that strikes an appropriate and well-reasoned balance between economic, social and environmental needs.

The Safety and Health policy is available on the DCSA DCS.

The impact of HIV/Aids in South Africa is far-reaching and cannot be ignored. According to the company's HIV/Aids policy, managers must endeavour to:

- Instil a culture of zero tolerance of discrimination against HIV-positive people;
- Drive fundamental behavioural change towards safer sex practices, to encourage employees to undergo voluntary HIV testing and counselling and to practice positive living;
- Ensure accessible, safe, effective and sustainable provision of antiretroviral treatment for eligible employees (those who have been diagnosed as HIV-positive after voluntary testing);
- Reduce the business impact of HIV/Aids; and
- Manage the total cost of an effective HIV/Aids response programme.

4. Compliance with all applicable legal requirements as a minimum standard

Illegal or unlawful conduct may prejudice DCSA in many ways. Apart from possible direct financial loss, DCSA's reputation could be irreparably harmed and its market position could be jeopardised. The mere hint of unlawful conduct may alter public opinion and adversely affect the behaviour of our customers, suppliers, business partners or shareholders.

DCSA - Code of Conduct

DCSA is subjected to many legal systems and processes. DCSA complies with applicable legal requirements wherever business is done. Employees are required to comply with legal requirements even when compliance appears to be unfavourable to DCSA.

The Company Secretary should be consulted if there is any uncertainty in respect of legal requirements. DCSA has implemented appropriate processes to ensure compliance with applicable laws. Line managers should ensure that legal compliance programmes are adhered to in important compliance areas such as insider trading, competition or anti-trust legislation, anti-corruption legislation, tax compliance, safety, health and environmental compliance and compliance with the rules of the stock exchanges on which our securities are listed. DCSA requires compliance with applicable laws by its suppliers.

Please contact the Company Secretary if you require more information or assistance.

4.1 Anti-trust or competition laws

DCSA businesses only compete with others within the framework of applicable competition or anti-trust laws. Employees are required to comply strictly with anti-trust or competition laws of South Africa. Anti-competitive practices that are illegal or unlawful include: joint price fixing with competitors, agreements on market shares, agreements on production capacities, market divisions, and agreements to dictate or control a customer's resale price. Any kind of concerted actions, informal talks or "gentlemen's agreements" that are intended to restrict competition, or may have the effect of doing so, are prohibited. Employees must not even appear to be party to any such conspiracy. Information about customers, prices, cost structures and production capacities should not be exchanged with competitors.

DCSA will soon publish a Competition Act Compliance Statement, which will be made available to all employees.

Please contact the Company Secretary if you have any questions.

4.2 Insider trading

Every employee who has access to non-public information about DCSA which, if made public, could have an effect on the DCSA share price, is required to abstain from trading in shares or other securities of the company whether directly or indirectly.

Every employee with access to non-public price sensitive information about DCSA has an obligation to ensure that the information is only disclosed in accordance with DCSA's official disclosure procedures. Please contact the Company Secretary if you have any uncertainties about disclosure processes or procedures.

DCSA - Code of Conduct

5. Effective corporate governance

DCSA has adopted a structured approach to governance, reporting and the division of responsibility. It is required that material issues and mistakes are promptly, concisely and accurately reported to the next level of authority. An environment has been created where constructive criticism is valued and where the maximum learning from our successes and failures is extracted.

Performance issues are dealt with in accordance with the normal functions of line management, performance management guidelines and disciplinary procedures.

6. Implementing controls to ensure that disclosures in respect of DCSA's business are not misleading and are made timely

6.1 Fair and timely disclosure of material information

When the DCSA securities are listed on the Johannesburg Stock Exchange in the near future, there is an on-going obligation to comply with rules and laws pertaining to the timely disclosure of material information and developments. Such disclosures may not be done selectively to groups of shareholders or potential investors. Material information is accordingly disclosed publicly (the method of which is detailed by the JSE), in such a way that shareholders and potential investors have the opportunity to receive it simultaneously.

Material information is any information that an investor would reasonably consider important in making investment decisions. DCSA values the support of all its providers of capital, large and small, and seeks to communicate with them regularly and openly, providing reliable and timely financial and other relevant information.

DCSA information may only be disclosed in accordance with DCSA's disclosure procedures.

6.2 Disclosures and accounts accurate and not misleading

All DCSA business transactions are reflected accurately and fairly in its statutory and management accounts, in accordance with GAAP and procedures, and are subject to audit. Misrepresentations (whether by omission or done deliberately) that result from intentional or negligent acts are clear contraventions of this Code of Conduct.

All DCSA accounting records, as well as reports produced from those records, must be kept and presented in accordance with the laws of each applicable jurisdiction, and must accurately and fairly reflect in reasonable detail the company's assets, liabilities, revenues and expenses. DCSA will not permit intentional misclassification of transactions as to its

DCSA - Code of Conduct

nature, accounts, departments or accounting periods. All transactions shall be supported by accurate documentation in reasonable detail and recorded in the proper account and the proper accounting period.

Line managers are responsible to ensure that effective disclosure controls are implemented, documented and tested to ensure that accounts and information disclosed are not misleading and present a fair reflection of the business concerned. Members of management are required to provide assurances to the executive committee of DCSA that such disclosure controls are functioning effectively in their respective areas of responsibility. Such assurances should only be given after reasonable steps have been taken to monitor the effectiveness of the disclosure controls.

7. Honesty

7.1 Emphatically reject all forms of dishonesty and do not tolerate dishonest acts such as bribery, corruption, fraud, falsification and misrepresentation

Direct forms of dishonesty include intentional misrepresentations of facts (intentionally telling lies) whilst indirect forms of dishonesty involve the failure to remove incorrect perceptions or negligently, allowing incorrect perceptions to persist. Dishonest conduct is not always criminal or illegal, but is still unethical.

DCSA's view on illegality and dishonesty is one of zero tolerance.

7.1.1 Bribery and corruption

DCSA will not engage in, nor tolerate, any corrupt or dishonest practice such as bribery. It is unacceptable to directly or indirectly offer, pay, solicit or accept bribes in any form. No employee shall directly or indirectly request, accept, offer or grant a personal advantage in connection with a business activity – especially in the negotiation, awarding or performance of a contract – regardless of whether the other party to the transaction is an individual, a company or a government agency. No employee shall make or accept any payment or kickback, nor offer or accept improper financial advantage to or from an official of a government or government-controlled entity for the purpose of obtaining a permit, authority, business or other services.

Any attempted transaction of this nature should be immediately reported to your line manager, the Whistleblowing line or the Company Secretary.

DCSA - Code of Conduct

Employees should take active steps to ensure that they have a sufficient understanding of services and products provided by third parties to ensure that DCSA is not exposed to illegal or unethical practices of such third parties.

7.1.2 Giving and receiving gifts and entertainment

Efficient business transactions require objectivity and decisions in the best interest of the company. Employees should accordingly not give or accept gifts, entertainment, or any other personal benefit or privilege that could in any way influence or appear to influence their objectivity in the execution of their duties.

The gift and entertainment policy, which is available on the DCS is applicable to all DCSA staff and directors and may not be superseded or amended by any business units and functional departments. Any business unit or functional department which would like to implement more stringent measures in respect of gifts and entertainment must submit such requirements to the Company Secretary for approval.

Gifts and entertainment are anything of value, including, but not limited to, discounts, loans, cash, favourable terms on any product or service, prizes, transportation, use of vehicles or vacation facilities, shares or other securities, participation in share offerings, home improvements, tickets, gift certificates, sports events, spa treatments, golf days and so forth.

Gifts and entertainment that are prohibited:

Notwithstanding anything else in the policy document the following gifts or entertainment are strictly prohibited:

- The giving or receiving of cash or a cash equivalent;
- The giving or receiving of any gift or entertainment that would constitute a contravention of any law;
- The giving or receiving of anything which creates an obligation to reciprocate;
- Gifts and entertainment exceeding a nominal value or of a recurring nature;
- All gifts and entertainment exceeding a nominal value as well as gifts and entertainment of a recurring nature of any value:
 - shall only be given or received with the express written approval of a member of the executive committee and such approval may only be given in exceptional circumstances where such gifts or entertainment are clearly in the best interests of the company;
 - Are company property once approved and accepted and may not be retained by the employee for personal benefit under any circumstance;

DCSA - Code of Conduct

- All gifts retained by the company will be donated to an appropriate charity through the normal Corporate Social Investment Programme or disposed of in accordance with the company's procedures for disposal of company assets.

Non-recurring promotional gifts or entertainment

The above policy does not preclude the giving or receiving of gifts or entertainment of nominal value which are customary and proper in the circumstances, provided that no obligation could be, or be perceived to be, expected in connection with the gifts or entertainment.

Non-recurring promotional gifts or entertainment of nominal value:

- Must be declared; and
- May only be retained by an employee with the approval of his/her line manager.

Definition of nominal value

The following amounts are considered to be of nominal value:

- Up to R500.00 (South Africa)
- Up to US\$60 (South East Asia, Middle East, China and all other countries)

These amounts may be reviewed and adjusted by the executive committee from time to time.

Non-compliance with policy

Non-compliance with this policy and the procedures associated with it will result in disciplinary action and could lead to dismissal. Such non-compliance may also constitute a contravention of corruption laws which may result in imprisonment, fines or both.

Line managers should ensure that all DCSA employees in their areas of responsibility are aware of and understand DCSA's policy in respect of gifts and entertainment.

8. Avoid and declare conflicts of interest with DCSA's interests

Conflicts of interest undermine the objectivity of people when making business decisions and may result in decisions that are not in DCSA's best interest. Employees may only put themselves in a position where their interests conflict or could conflict with DCSA's interests if they have received prior written consent from the executive committee.

DCSA - Code of Conduct

Directors should annually declare actual or potential conflict of interests in writing to the board.

The existence of an actual or potential conflicting interest of an employee should only be approved by members of the executive committee if:

- declared in writing in terms of King III and the Companies Act of 2008;
- the conflicting interest could be responsibly managed without prejudice to the company;
- it is not of an enduring nature; and
- it is not in conflict with a material DCSA interest.

Such approvals should be reviewed annually. In all other instances or when there is any doubt as to the advisability of allowing a conflict of interest, the matter should be referred to the executive committee.

9. Apply the assets and other resources of DCSA for business purposes only and do not use such assets and other resources for personal benefit unless approved by DCSA

Management are custodians of DCSA's assets and resources. These resources may only be used in the best interest of DCSA. This implies that DCSA assets and resources may not be used for personal purposes. Exceptions to this principle may only be made in terms of written DCSA policies approved by the executive committee.

Managers may not require their subordinates to perform personal favours for them. One of DCSA's valuable resources is information. It includes proprietary, technical, business, operational, sales, financial, joint ventures, customer, supplier and employee information that is not publicly available. The disclosure of DCSA information may seriously prejudice DCSA or infringe the rights of DCSA stakeholders. Employees may only access or disseminate information required for their area of work. Information should be accessed, protected and disclosed strictly in accordance with official DCSA policies. DCSA information may not be accessed, disseminated or used for personal purposes.

10. Do not misuse DCSA positions to obtain personal benefits

DCSA employees and directors are not permitted to misuse their DCSA positions or DCSA's purchasing power to obtain personal benefits on terms which are not available to the general public.

11. Fairness

DCSA - Code of Conduct

11.1 Treat others as we would like to be treated in similar circumstances

Legal conduct, which is not dishonest and which ostensibly is in the best interest of the company may nevertheless be unethical. DCSA cannot guarantee favourable outcomes to all stakeholders all the time. However, it can and must ensure that decision-making processes and policies are fair. The duty to do so is particularly relevant in the context where the consequences of decisions may be material to any stakeholders.

Fairness requires even-handedness where even-handedness is appropriate and differentiated treatment where there are defensible grounds for differentiated treatment. It also requires an awareness and appreciation of the consequences decisions may have for stakeholders. DCSA decision-making processes and policies should therefore allow for all the relevant facts and consequences to be considered and understood before decisions are made.

A good indicator of the fairness of a decision affecting a stakeholder is to ask, as part of a decision-making process, whether the decision would have been regarded as fair from the point of the recipient of the decision. Decisions must be such that it can withstand rigorous scrutiny.

11.2 Base business decisions on policy, strategy, facts and analysis and not on irrational emotion, prejudices or other irrelevant factors

Decisions with negative consequences for some stakeholders will only be regarded as fair if based on policy, strategy, facts and analysis and not purely on irrational emotion, prejudices, office politics or other irrelevant factors. Decision-making processes should endeavour to ensure fact based rational decision-making.

12. Respect

12.1 Respect human rights and dignity

DCSA supports the concept of human rights as contained in the Constitution of the Republic of South Africa. DCSA respects the rights to life, liberty, security, and the right to be free from slavery, servitude, torture or cruel, inhuman or degrading treatment or punishment.

DCSA wishes to make a positive and constructive contribution to the reduction and elimination of all forms of forced and compulsory labour. We do not tolerate unacceptable treatment of workers such as exploitation of children, physical punishment, or involuntary servitude. It is expected that DCSA and the customers with whom it does business to uphold the same standards.

DCSA - Code of Conduct

In places where DCSA operates and child labour exists, it will seek to engage in programmes and projects which encourage and facilitate the transition to alternatives to child employment such as apprenticeships, training and further education, and will work constructively with contractors and suppliers where appropriate.

DCSA respects people's rights to privacy in matters relating to family, home, correspondence, reputation and honour freedom of movement. DCSA also respects people's rights to freedom of thought, conscience and religion, freedom of opinion and expression and association and the right to take part in government involvement, which is to be independent from DCSA.

DCSA respects the rights to social security and to the economic, social and cultural rights indispensable to human dignity and the free development of each individual's personality.

High levels of violence and a poor human rights record in some countries are to be condemned, but need not in themselves preclude company investment. Although it is not always easy, it is possible to work securely and in an ethical way in such situations. DCSA supports and respects the protection of internationally recognised human rights within our sphere of influence.

12.2 Treat stakeholders with respect

Fair business conduct requires that the company notes and acknowledges the rights of stakeholders and have an awareness and appreciation of the impact of decisions on stakeholders.

12.3 Do not discriminate on the basis of factors such as race, religion, gender or sexual orientation

DCSA respects fundamental rights and freedoms for all, without discrimination on the basis of race, colour, religion, gender, age, language, culture, national origin, citizenship, sexual orientation or disability.

13. Other policies and procedures

This Code should not be read in isolation as it forms part of the DCSA code of ethical behaviour and, as such, should be read in conjunction with the following policies and/or procedures:

- The Community policy
- The Corporate Social Investment Policy

DCSA - Code of Conduct

- The Smoking Policy
- The Dress Code Policy
- The Relocation Policy
- The Leave Policy
- The Sexual Harassment Policy
- Professional Association Member Policy
- Disciplinary policy and Disciplinary code
- Grievance procedure
- Inconvenience allowance policy
- HIV /Aids policy
- Education assistance policy
- Medical Aid policy
- Procurement policy

ACKNOWLEDGEMENT OF RECEIPT

"I, the undersigned

_____ (full names)

Hereby confirm that I have received a copy of the DCSA Code of Conduct and that I have read and understood and agreed to the contents thereof.

SIGNED _____ ON _____ (date)
at _____ (place)

(Employee's full names and signature)

