

SUSTAINABILITY REPORT 2019 CAMEROON



kribipower



dibambapower

 GLOBELEQ

POWERING DEVELOPMENT

OUR TWO POWER PLANTS IN CAMEROON PROVIDE 304 MW OF CAPACITY AND MEET 20% OF THE COUNTRY'S ELECTRICITY DEMAND.

The power we deliver is an important enabler of growth, indirectly supporting nearly 40,000 jobs in 2019.¹

Most of our energy is generated at the Kribi plant, using gas sourced from Cameroonian gas fields. Heavy fuel oil engines at the Dibamba plant offer additional capacity when needed to meet peaks in national electricity demand.

Both plants are run in partnership with the Cameroonian Government. Ongoing cooperation and strong relationships with the Government, local communities and other stakeholders are critical for us to maintain our licence to operate, and we take our social and environmental responsibilities very seriously.

In 2019, we continued to invest in socio-economic development projects to support our communities, with a strong focus on improving access to quality education, healthcare and potable water, as

well as giving young people valuable work experience as interns in our business. We also engaged with our neighbours and took further action to address ongoing concerns about noise and vibration from the Kribi plant.

We have an outstanding record on health and safety at both our plants in Cameroon. A priority for 2020 is to keep our colleagues safe and support our communities through the Covid-19 pandemic, while continuing to provide reliable power supplies to the country.

Frédéric Mvondo

Managing Director,
Globeleq Cameroon – Dibamba Power

Hans Francis Simb Nag

General Manager,
Kribi Power

KRIBI POWER PLANT IN 2019



Power capacity	216 MW
Technology	Gas engine
Average availability ²	88.6%

DIBAMBA POWER PLANT IN 2019



Power capacity	88 MW
Technology	Heavy fuel oil engine
Average availability ²	98.5%

Working in partnership

Globeleq is a majority owner of Dibamba Power and Kribi Power. We work in partnership with the Government of Cameroon, which holds the remaining share of these businesses. The electricity produced is sold to ENEO, the national utility company, through 20-year agreements.

POWERING CAMEROON'S GROWTH – KEY PERFORMANCE INDICATORS 2019

OUR POWER



304
MW

OUR PEOPLE



189
EMPLOYEES

100%
CAMEROONIAN
NATIONALS

OUR DEVELOPMENT IMPACT



39,800
JOBS INDIRECTLY
SUPPORTED
IN 2019¹

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¹ Estimated indirect employment enabled by businesses using electricity generated based on Joint Impact Model (CDC Group).

² Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762, for gas and HFO.

KEEPING PEOPLE SAFE

WE ARE COMMITTED TO OPERATING A HEALTHY AND SAFE WORKPLACE FOR ALL.

MANAGING HEALTH AND SAFETY

Our health and safety management systems are aligned with Globelec's robust common procedures and apply to everyone on site – employees, contractors and visitors. Dibamba Power is certified to OHSAS 18001 and Kribi Power achieved certification to ISO 45001 in 2019.

SAFETY PERFORMANCE IN 2019



REPORTABLE
INCIDENT RATE³

0.21

LOST-TIME
ACCIDENTS

0

Both plants have achieved a notable record of zero lost-time accidents (LTAs) since they began operating. By the end of 2019, Dibamba had achieved over 3,700 days (10 years) without an LTA and Kribi had reached over 2,400 days (six years) without LTAs. In 2019, our reportable incident rate was 0.21, compared with zero the previous year.

We carry out a root cause analysis following any safety incident or near miss to help us prevent similar incidents in future. Emergency preparedness is also important, and we conduct weekly fire tests and drills at our plants. Our emergency response teams are trained and ready to respond to any major incidents.

We perform regular risk assessments and empower everyone on site to stop any activity immediately if they have safety concerns. We incentivise reporting of unsafe conditions through a card system with regular prize draws.

INSTILLING A SAFETY-FIRST CULTURE

Dedicated health, safety and environment (HSE) teams help to put our policies into practice and support campaigns to keep safety at the front of people's minds.

We hold regular toolbox talks, run monthly meetings on safety topics and participate in Globelec's twice-yearly international safety awareness days. Our health and safety committee, including management and employee representatives, meets quarterly.

All employees complete mandatory safety training every year, as well as specific training relevant to their roles. In 2019, we also provided first aid training for 50 staff and family members.

Contractors go through HSE induction training, which includes an assessment on completion, and are supervised closely when working on site. Our in-house and external security teams are also trained on safety and human rights to protect our people and communities.

PROMOTING HEALTH AND WELLBEING

We offer our people annual medical check-ups, health insurance, an on-site clinic and free gym membership to support their health and wellbeing. Peer educators among our staff are trained to raise awareness of life-threatening diseases, such as malaria and HIV, and we provide access to prevention measures.

In 2019, we conducted a stress survey to understand what factors affect our employees' wellbeing and ran a campaign directing people to resources that can help them build their resilience.

CELEBRATING SAFETY MILESTONES: DAYS WITHOUT LTAs BY THE END OF 2019

2,400+

KRIBI POWER



3,700+

DIBAMBA POWER



³ Incident rate includes lost-time accidents and incidents resulting in medical treatment or work restriction. Calculated in line with OSHA definition (200,000 x reportable incidents/working hours).

INVESTING IN OUR PEOPLE

WE AIM TO PROMOTE DIVERSITY AND EMPOWER OUR PEOPLE TO DEVELOP THEIR SKILLS AND CAREERS WITH US.

DEVELOPING DIVERSE TALENT

All 189 of our employees are Cameroonian nationals. We aim to hire locally where possible and we are addressing skills shortages through our socio-economic development projects (see page 5). We welcomed 137 interns to the business in 2019, enabling them to gain valuable work experience (see quotes).

In 2019, we invested 120 million FCFA in training and development to help our people grow and achieve their career goals. A new 12-month programme saw two high-potential engineers from Cameroon seconded to Globelecq's Azito plant in Côte d'Ivoire to learn about managing and upgrading combined cycle gas turbines. The programme also included a two-week simulator training course in the Netherlands.

We have a strong focus on developing female talent to help us enhance gender balance in our workforce. Women occupy several senior positions in our Cameroonian operations, including Globelecq's first female plant manager. But women represented just 13%

of our employees overall in 2019, and we want to encourage more women to pursue careers in engineering and join our business.

In 2019, over 60% of our interns were women and we launched the Elite One Scholarship and Graduate programmes for top female students. These programmes are run in partnership with five of the country's top universities and include work placements to encourage more women to enter the power industry.

We celebrated International Women's Day in March 2019 with an Excellence and Leadership Day for girls from local secondary schools and female engineering students. This included site tours at our plants and discussions about Globelecq and career opportunities.

ENGAGING EMPLOYEES

In September 2019, 89% of employees in Cameroon took part in our first companywide employee survey. The overall level of engagement was 6.7 out of 10, just below the international benchmark of 7.0 for the sector.

We scored particularly well on goal-setting, learning opportunities, meaningful work and living the Globelecq values.

The survey results also highlighted where we can do more. We are responding by communicating criteria for compensation decisions more clearly, introducing technical career progression opportunities for non-managers, creating better spaces for breaks on site, and sponsoring leisure activities for staff and their families.

We also consult formally with employee representatives and recognise the right to collective action. Around 77% of employees in Cameroon are members of trade unions. We signed our first collective agreement in 2019, which included a 4% salary increase and benefits for all employees.

Everyone working with us must follow our values. All employees must complete annual refresher training on the Globelecq Code of Business Conduct. We encourage people to speak up if they have any ethical concerns via an independent hotline.



"I'm really enjoying working at Globelecq. People have been welcoming and willing to share their knowledge. I've learned a lot during a short period of time, socially and professionally, and I've had the chance to deal with complex issues. This internship gave me access to a new career that I didn't even know existed before joining Globelecq."

DAISY DEUKOUE DJEUMAKO
INTERN AT GLOBELECQ CAMEROON
MANAGEMENT SERVICES



"I come from a community close to the Dibamba Power plant. During the internship programme, I have learned so much more than I can say. Everyone is always willing to help and provide information when needed. I feel set up for the next stage in my career and excited for my new upcoming role at Globelecq!"

NELSON TCHENDJI NJETEJIE
INTERN AT GLOBELECQ CAMEROON
MANAGEMENT SERVICES

SUPPORTING OUR COMMUNITIES

WE INVEST IN SOCIO-ECONOMIC DEVELOPMENT TO CREATE LONG-TERM POSITIVE IMPACTS FOR THE COMMUNITIES SURROUNDING OUR PLANTS.

INVESTING IN SOCIAL AND ECONOMIC DEVELOPMENT

Our social action plan provides the framework for our community activities in Cameroon. Many of our projects align with Globeleq's corporate focus areas for socio-economic development (SED) – education, health, post-school professional development and income generation.

We also respond to specific local needs through projects that improve access to drinking water, sanitation and electricity, as well as supporting indigenous communities near our sites.



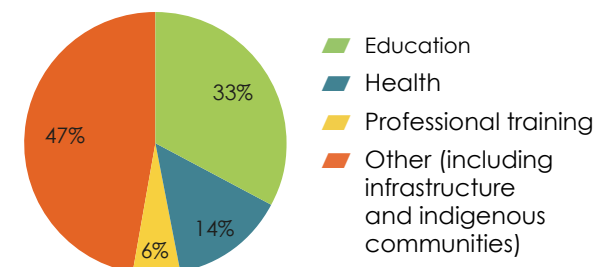
254m FCFA
INVESTED IN SED
PROJECTS IN 2019



26,500+
BENEFICIARIES
IN 2019

In 2019, we carried out a survey of households to assess the needs of local communities. The results will help shape our plans for 2020.

SED INVESTMENT BY CATEGORY IN 2019



SED HIGHLIGHTS IN 2019



EDUCATION: Since 2014, we have improved learning environments for over 3,400 children near our plants – including 1,180 students in 24 primary schools in 2019. This included upgrading and furnishing classrooms, building sanitation facilities and rewarding students' academic achievements. We also funded 100 scholarships at local schools, including 20 for people from indigenous backgrounds.



HEALTH: In 2019, we invested in building and equipping a new health centre to serve rural communities, and we renovated and furnished five other health centres near our plants. This has improved access to quality basic healthcare services for around 4,100 people. We also partnered with a local NGO to provide free health services for over 540 people around Kribi (see case study on page 6).



PROFESSIONAL DEVELOPMENT: We provided 137 internships in 2019 to give local young people work experience in our business, including 83 women. Two of them have gone on to gain permanent roles with us (see page 4).



LOCAL INFRASTRUCTURE: We improved access to safe drinking water for over 20,000 people in 26 villages in 2019. We constructed two new boreholes and maintained the 25 we have built previously, as well as training people in the communities to manage them.



SUPPORT FOR INDIGENOUS COMMUNITIES: In 2019, we worked with a local non-profit organisation, APED, to help 134 indigenous Bagyeli people living near our Kribi plant to obtain formal identification documents, such as birth certificates and identity cards.

SUPPORTING OUR COMMUNITIES

ENGAGING LOCAL COMMUNITIES

Thousands of people live and work near our Dibamba and Kribi power plants.

We meet regularly with local leaders and community representatives to understand and respond to their expectations. These include access to employment, professional development opportunities, electricity and drinking water, which we are addressing through our SED projects.

In 2019, we had 273 meetings with community stakeholders across our two plants. Following a decline in engagement at Dibamba committee meetings, we met with community leaders to understand their concerns. In response, we have created a new framework to enhance community involvement in the consultation phase of SED projects. This has helped to rebuild good communication and relationships.

Local people can also report concerns through our formal grievance mechanism. By the end of 2019, we had resolved 94% of all grievances raised by communities near the Kribi and Dibamba plants, and we are working to resolve the remainder.

ADDRESSING NOISE ISSUES

Some communities near Kribi Power have raised concerns about noise and vibration in their homes caused by the plant. Although noise and vibration from our plants remains below the limits set by the International Finance Corporation standards, we have taken action to respond to these concerns.

We commissioned a third-party study in 2015, which found that the vibration was caused by low frequency noise created by the plant's engines. The study recommended

that this issue could be addressed by identifying and reinforcing the houses that were affected. Since then, we have upgraded 63 houses near the plant to provide better acoustic insulation, including six in 2019.

We have also implemented measures to reduce noise from the plant, following an assessment by independent acoustic experts.



TAKING HEALTHCARE TO COMMUNITIES

We partnered with non-profit organisation ASCOVIME to offer more than 540 people access to free medical services through a one-day mobile clinic for communities near our Kribi plant in 2019.

A team of 20 doctors and health professionals conducted eye tests, dental checks, natal care, minor surgeries, and testing for HIV and malaria. We also provided 147 pairs of glasses to those who needed them and gave 19 pregnant women essential supplies to take home.



PROTECTING OUR ENVIRONMENT

WE AIM TO PRODUCE RELIABLE, AFFORDABLE ENERGY THAT POWERS ECONOMIC GROWTH, WHILE MANAGING THE ENVIRONMENTAL IMPACT OF PRODUCTION.

TACKLING CLIMATE CHANGE

More than half the national grid in Cameroon is served by hydroelectric power. Our thermal power plants provide additional capacity from fossil fuels. This enables the grid to maintain reliable power supplies when other plants cannot meet demand, for example when droughts leave hydroelectric plants short of water.

The 216 MW Kribi Power plant runs on natural gas and is the most efficient plant in Cameroon. The older 88 MW Dibamba Power plant runs on heavy fuel oil (HFO). It is a peaking plant that provides back up power for the grid during times of peak demand.

In 2019, our carbon footprint across Cameroon totalled 579,938 tonnes of CO₂-equivalent (CO₂e). This is significantly lower than expected because the Dibamba plant ran at only 5% of its normal capacity due to local

shortages in HFO supplies. Our greenhouse gas intensity was 484 tonnes of CO₂e per GWh produced.

MANAGING ENVIRONMENTAL IMPACTS

The environmental management systems at both our plants in Cameroon are certified to ISO 14001 and we train staff regularly on managing impacts in line with Globeiq's common procedures.

To avoid adverse effects on air quality for people living nearby, we monitor emissions such as nitrogen oxides to ensure they stay within national limits and International Finance Corporation guidelines.

MINIMISING WATER USE AND WASTE

In 2019, we consumed 55,002m³ of water for cooling at our power plants, and for hygiene and catering purposes. We take steps to minimise water consumption, including

recirculating the water used for cooling in a closed loop system at both plants. The water we use comes from licensed boreholes and we treat wastewater to avoid polluting local watercourses.

We generated 937 tonnes of waste in 2019. Nearly all of this was hazardous waste from plant maintenance, such as oily rags and used oil – and sludge from oily wastewater, which we have taken steps to reduce (see case study). This includes a spill of an estimated 15 tonnes of HFO at Dibamba, which was contained on site and disposed of responsibly by licensed waste contractors along with other hazardous waste.

To help us reduce waste, we train staff and set waste reduction objectives for our maintenance and operations teams. We also recycle where possible, including donating useful items that are no longer needed to local communities.



PREVENTING LEAKS BEFORE THEY HAPPEN

Oil from machinery in our power plants generates oily water that needs to be treated before returning clean water to local rivers and disposing of the remaining oily sludge as hazardous waste.

In 2019, Kribi Power introduced a preventative maintenance programme to help identify and repair leaks quickly. This has halved the amount of oily water produced at the plant.

FIND OUT MORE

This report covers our sustainability activities and performance at our operations across Cameroon in 2019.

Visit the Globeleq website to view our global sustainability report and find out more about our approach to sustainability across the business:

www.globeleq.com/sustainability

We welcome feedback on our approach and reporting. Please contact us at **sustainability@globeleq.com**

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