

SUSTAINABILITY REPORT 2020 CAMEROON



MESSAGE FROM OUR MANAGING DIRECTORS

GLOBEIQ IS A KEY PLAYER IN CAMEROON'S POWER SECTOR AND WE MAKE A SIGNIFICANT CONTRIBUTION TO THE NATION'S GROWTH.

Our plants generate around a fifth of the electricity needed to power the country, helping to feed the economy and improve quality of life.

By investing in and successfully operating the first public-private power plants in Cameroon, we are also helping the country attract funding from other private investors to further boost capacity.

We are proud to be part of a sector that is driving socio-economic development. And we go further by investing in local projects to enhance standards of living by improving access to quality education, healthcare, and essentials such as potable water and electricity.

In 2020, these projects continued despite the challenges posed by the pandemic and we also channelled support to Covid-19 prevention. We even trained young people to make facemasks and sanitiser that they could

sell to gain income at the same time as helping their communities curb the spread of the virus.

Throughout the Covid-19 crisis, we have been by the side of our employees and communities to help people stay safe, with extensive prevention measures to protect people at our sites and beyond.

We are tremendously thankful for the commitment and resilience shown by our employees in these difficult times. They have gone above and beyond to keep the plants running and protect their colleagues by respecting Covid-19 restrictions. Thanks to their efforts, we were able to maintain strong performance and availability to provide power to the grid when it was needed.

As we continue to power Cameroon's growth, we strive to do so in a sustainable manner: by responding to the needs of our communities and enhancing

living standards; by making our operations as efficient as possible and rigorously adhering to international environmental standards; and by developing the local talent we need to help our business meet evolving challenges in the future.

Sustainability has become the new normal for businesses around the world and it has long been established as one of Globeiq's core values in everything we do. For us, it is essential to deliver long-term success. A sustainable business is a successful business.

Frédéric Mvondo
Managing Director
Globeiq Cameroon –
Dibamba Power



Hans Francis Simb Nag
Managing Director
Kribi Power



Contents	
Powering development	3
Responding to Covid-19	4
Keeping people safe and well	5
Investing in our people	6
Supporting our communities	8
Protecting the environment	10
Performance summary	11
Find out more	12

POWERING DEVELOPMENT

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

Most of our electricity 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. We operate in compliance with local laws and the International Finance Corporation (IFC) Performance Standards and Guidelines.

Nearly 200 people are employed at our plants, all Cameroonians, and we support local businesses as direct suppliers to our business. The power we deliver is an important enabler of growth, reaching 2.1 million consumers¹ and indirectly supporting an estimated 40,465 jobs in 2020.²

We also invest in socio-economic development projects to support our communities. We place 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.

Our power, our business and our socio-economic development programmes support our contribution to Cameroon's development and the UN Sustainable Development Goals.

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.

KRIBI POWER PLANT



Power capacity	216 MW
Technology	Gas engine
Average availability in 2020 ³	89.5%

DIBAMBA POWER PLANT



Power capacity	88 MW
Technology	Heavy fuel oil engine
Average availability in 2020 ³	97.9%

Scope of report: The data in this report covers all three Globeleq entities in Cameroon: Globeleq Cameroon Management Services S.A., Dibamba Power Development Company S.A. and Kribi Power Development Company S.A.

POWERING CAMEROON'S GROWTH – KEY PERFORMANCE INDICATORS 2020

OUR POWER



304
MW

OUR PEOPLE



197
EMPLOYEES

100%
CAMEROonian
NATIONALS

OUR DEVELOPMENT IMPACT



40,465
JOBS INDIRECTLY
SUPPORTED ²

2.1m
CONSUMERS REACHED
BY THE ELECTRICITY
WE PRODUCE ¹



¹ Estimate provided by CDC based on the amount of electricity we produce and average national consumption per capita. ² Estimated indirect employment enabled by businesses using electricity generated based on Joint Impact Model (used by CDC Group). ³ Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762.

RESPONDING TO COVID-19

WHEN COVID-19 STRUCK, WE TOOK IMMEDIATE ACTION TO KEEP PEOPLE SAFE AND MAINTAIN POWER SUPPLIES FOR THE COUNTRY.

PROTECTING PEOPLE AT WORK

The safety of our people has remained our priority throughout the pandemic.

We implemented Covid-19 prevention measures in line with Globeiq and government guidelines, and with World Health Organization recommendations. We consulted with staff and employee representatives to agree steps to prevent the spread of the virus by adopting safe behaviours both within and outside work. We also issued regular Covid-19 communications to raise awareness.

Employees worked from home where their roles allowed, and we provided them with equipment and connectivity to do so safely and effectively.

Some operations teams needed to work on site to keep the plants running. We changed shift patterns to keep teams separate and postponed major maintenance projects to minimise the number of people on site.

Covid-19 health and safety measures at our plants included social distancing, additional personal protection equipment (PPE), handwashing and sanitising stations.

Employees rated our pandemic communications and safety precautions highly in our September 2020 engagement survey.

KEEPING THE POWER ON

Cameroon reported its first case of Covid-19 in March 2020. By quickly implementing a business continuity plan and taking steps to keep operating safely, we have been able to maintain availability at our plants to meet the nation's electricity demand.

CARING FOR EMPLOYEES AND THEIR FAMILIES

To help our employees and their families stay safe during the pandemic, we invited them to join regular online awareness sessions and discussions, and we provided

facemasks and sanitisers for use at home.

We offered regular Covid-19 testing for employees and family members. If an employee tested positive or displayed Covid-19 symptoms, we paid for them to isolate in a hotel to keep their families safe.

SUPPORTING COMMUNITIES

We supported sensitisation campaigns and training to raise awareness of Covid-19 prevention measures among local communities, as well as donating essentials such as PPE, sanitiser and disinfectant (see case study).

Installation and maintenance of water supplies for communities and schools through our socio-economic development programme also supported handwashing and hygiene measures to prevent the spread of the virus (see page 8).



DONATING AND MAKING MASKS AND SANITISER

We stepped up to help the Yassa community, near our Dibamba plant, through the Covid-19 pandemic. The plant donated over 6,000 facemasks, 300 litres of sanitiser gel, soap, buckets and 10,000 gloves to support Covid-19 prevention at local schools, medical centres, police stations and villages.

We also trained 38 local young people to manufacture sanitising gels and washable facemasks, certified to the Cameroonian national standard. They could then sell these to people in their community to support Covid-19 prevention and generate income at the same time.

KEEPING PEOPLE SAFE AND WELL

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. Both our plants have now achieved certification to ISO 45001, following Dibamba Power's transition from OHSAS 18001 in 2020.

Both plants have achieved a notable record of zero lost-time accidents (LTAs) since they began operating. Kribi celebrated seven years without LTAs in May 2020 and Dibamba celebrated the milestone of 4,000 days (over 10 years) without LTAs in October 2020. The reportable incident rate was also zero at both plants in 2020.

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.

SAFETY PERFORMANCE IN 2020



REPORTABLE INCIDENT RATE ⁴

0

LOST-TIME ACCIDENTS

0

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 and run monthly meetings on safety topics. 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 2020, training covered topics such as firefighting, defensive driving, scaffolding, electrical safety and

lifting equipment. Several managers and HSE team members also enrolled in intensive online training from the internationally recognised UK National Examination Board in Occupational Safety and Health (NEBOSH) (see quote).

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 2020, much of our focus on health and wellbeing related to Covid-19 prevention (see page 4). We also integrated topics related to the pandemic into our regular training and resources on managing stress to help employees build their resilience.

CELEBRATING SAFETY MILESTONES: DAYS WITHOUT LTAs BY THE END OF 2020

4,070+

DIBAMBA POWER

2,785+

KRIBI POWER



"The NEBOSH certification training has given me a broad understanding of health and safety issues both at work and in everyday life. This qualification is essential for anyone working in the field of safety and health anywhere in the world.

NEBOSH helps me know and apply effective principles, including how to manage health and safety effectively, how to identify and control common hazards at work, how to measure if we have succeeded, and the international standards to follow. I am using this knowledge to support the culture of continuous improvement on health and safety at Kribi Power."

BERNADETTE BAGA | PERFORMANCE TECHNICIAN, KRIBI POWER

⁴ 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 LOCAL TALENT

All 197 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, including internships (see page 9).

We invested 152 million FCFA in learning and development in 2020 to help our people grow and achieve their career goals. As opportunities for face-to-face training were limited due to Covid-19, we offered more online options to support continued development virtually.

Two high-potential engineers have taken on new roles in 2020 – one within our Cameroon operations and one international (see quote) – after completing a 12-month development programme. The programme included a secondment to Globelec's Azito plant in Côte d'Ivoire to learn about managing and upgrading combined cycle gas turbines.

"Completing the 12-month development programme gave me the opportunity to learn more and offer more. Working at the Azito plant and seeing how colleagues elsewhere do things definitely gave me a new perspective.

Beside the technical expertise gained with another power generation technology, the cultural experience was priceless and it was a good opportunity to hone soft skills.

I believe the technical experience and multicultural awareness I gained from the programme gave me an edge over other applicants when I landed my new role as a Senior Manager supporting business development and operations on projects across Africa."

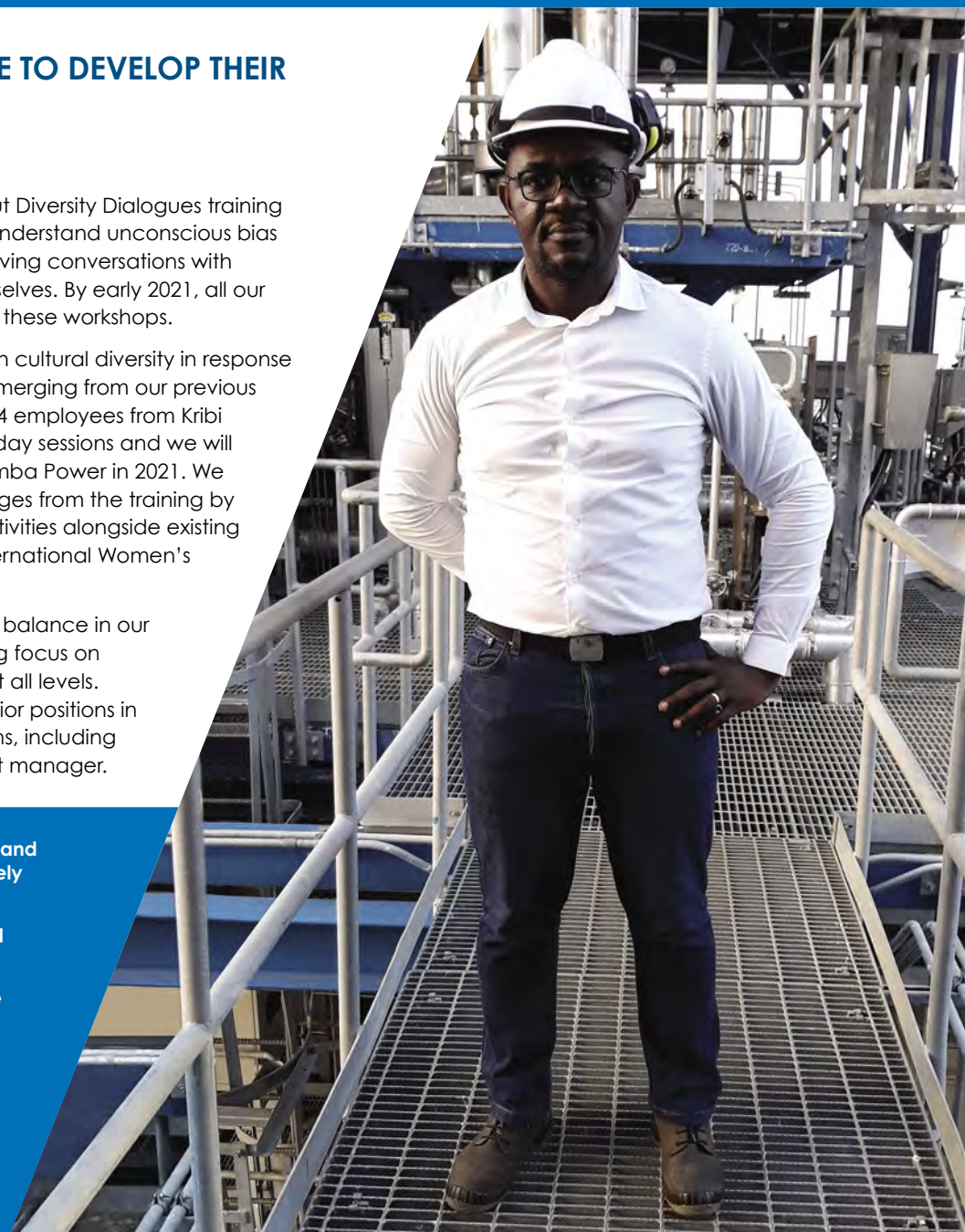
LANDRY AWONO SENIOR MANAGER TECHNICAL, ENGINEERING AND CONSTRUCTION,
GLOBELEC AFRICA LIMITED

EMBRACING DIVERSITY

In 2020, we began rolling out Diversity Dialogues training workshops to help people understand unconscious bias and feel more confident having conversations with people different from themselves. By early 2021, all our employees had completed these workshops.

We also provided training on cultural diversity in response to feedback on this topic emerging from our previous employee survey. In 2020, 74 employees from Kribi Power took part in the half-day sessions and we will extend this training to Dibamba Power in 2021. We plan to reinforce key messages from the training by promoting more cultural activities alongside existing diversity events, such as International Women's Day (see page 7).

To help us enhance gender balance in our workforce, we have a strong focus on developing female talent at all levels. Women occupy several senior positions in our Cameroonian operations, including Globelec's first female plant manager.



INVESTING IN OUR PEOPLE

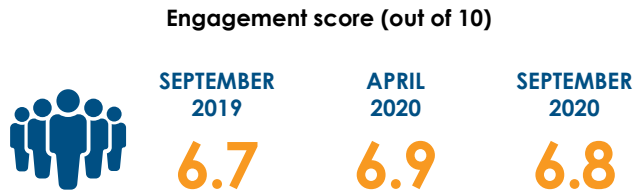
Women represented 27% of senior management in 2020, but just 11% of our other managers and 13% of our employees overall. We want to encourage more women to pursue careers in engineering and join our business, including through our internships, Elite One programmes, and outreach at local schools and colleges (see page 9). Women made up nearly a third of our 37 interns in 2020.

ENGAGING EMPLOYEES

In September 2020, 96% of employees in Cameroon took part in our third twice-yearly companywide survey. The overall level of engagement was 6.8 out of 10, a slight increase on the previous year but just below the international benchmark of 7.0 for the sector.

We scored well on topics such as goal-setting and meaningful work. The survey results also highlighted that we could do more to ensure people have opportunities to develop with us and are rewarded fairly for the work they do.

EMPLOYEE ENGAGEMENT SURVEY RESULTS



Managers met to create a detailed action plan in response to employee feedback, which includes better defining career paths for technicians, conducting a salary survey, introducing spot bonuses, and training managers to improve communications and performance evaluation.

We also consult formally with employee representatives and recognise the right to collective action. Around 71% of employees in Cameroon are members of trade unions.

The collective agreement we signed in 2019 lasts for five years. In 2020, we held a formal consultation on Covid-19 preventative measures.

PROMOTING ETHICAL CONDUCT

Everyone working with us must follow our values. All employees must complete refresher training on the Globeleq Code of Business Conduct every two years.

We have strengthened our approach by creating a new role in our compliance team specifically focusing on ethics. We also plan to introduce more tailored training on ethical topics in 2021.

We encourage people to speak up if they have any ethical concerns via an independent hotline. In 2020, two employees were dismissed as a result of ethical breaches related to fraud and theft.



CELEBRATING INTERNATIONAL WOMEN'S DAY

We provided fabric for female employees and women in the community to make special outfits to wear during our celebration of International Women's Day in March 2020. On the day, we welcomed women from other industries for a discussion on promotion of equality and protection of women's rights. Female colleagues also visited high schools to take gifts and inspire young women to consider careers in engineering.

SUPPORTING OUR COMMUNITIES

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

INVESTING IN SOCIO-ECONOMIC DEVELOPMENT

Our social action plan provides the framework for our community activities in Cameroon. Many of our projects align with Globelec's corporate focus areas for SED – education, health, post-school professional development and income generation. See examples on page 9.

We also respond to specific local needs through projects that improve access to drinking water (see case study), sanitation and electricity, as well as supporting indigenous communities near our sites. In 2020, some of our SED investment was directed to helping communities through Covid-19 (see page 4).

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



317m FCFA
INVESTED IN SED PROJECTS
IN 2020



35,000+
PEOPLE REACHED
IN 2020

expectations. These include access to employment, professional development opportunities, electricity and drinking water, which we are addressing through our SED projects. Communities often ask why Globelec as a power producer cannot provide them with free electricity, but we explain that provision of electricity is up to the local utility.

In 2020, we had 318 consultations with community stakeholders across our two plants, including some held by phone due to limited opportunities for physical meetings during the pandemic. We are responding to

topics raised through our SED programme, including improving local infrastructure and youth employment. Our 2020 SED plan took into consideration the needs of communities that were identified through the household survey we conducted in 2019.

Following a decline in engagement at Dibamba committee meetings in 2019, we met with community leaders to understand their concerns. In 2020, we have worked to restore good communications and relationships with communities by getting them involved in the selection and implementation of our SED projects.

Local people can also report concerns through our formal grievance mechanism. In 2020, we received six grievances, all related to the Kribi plant, from local communities and people affected by the project. These related to project compensation, livelihood restoration and our indigenous people programme. All have now been resolved.

SAFE WATER SUPPLIES FOR SCHOOLS

More than 5,400 students at the Bilingual High School in Kribi had no access to potable water at school. In 2020, we responded to this clear need by installing a borehole with electric pump and water supply points at the school. We also installed handwashing stations, which have become a vital tool in the prevention of Covid-19.



"The new water supply infrastructure has helped to provide drinking water to 5,412 students at the Government Bilingual High School of Kribi, as well as people in the surrounding community. The number of people contracting waterborne diseases has drastically decreased and there have been no cases of Covid-19 at the school."

NOAH MAURICE PRINCIPAL, GOVERNMENT BILINGUAL HIGH SCHOOL OF KRIBI

SUPPORTING OUR COMMUNITIES: SED HIGHLIGHTS IN 2020

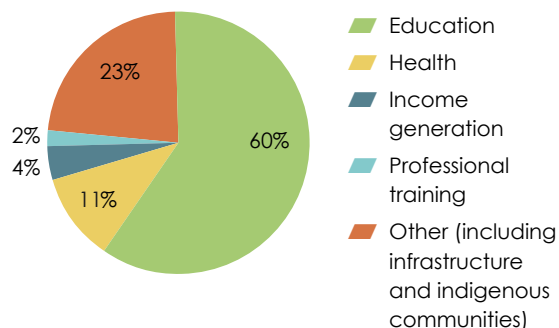
ADDRESSING NOISE ISSUES

Some communities near Kribi Power have previously raised concerns about noise and vibration in their homes caused by noise from the plant's engines. Although noise and vibration from our plants remain below the limits set by IFC Performance Standards, we have taken action to respond to these concerns.

We commissioned a third-party study in 2015 and, based on its recommendations, we have since reinforced 63 houses to provide better acoustic insulation. We have also implemented measures to reduce noise from the plant, following an assessment by independent acoustic experts.

In 2020, no further complaints were received and no more houses needed to be reinforced. However, we commissioned further acoustic assessments as a precaution and we will analyse the findings in 2021.

SED INVESTMENT BY CATEGORY IN 2020



EDUCATION

Our support to improve learning environments reached over 7,200 children in 2020. For example, Kribi Power built and equipped three new classrooms each at the local primary and secondary schools, benefiting 150 students at each school. We also awarded prizes for 100 top performing students in Kribi. Dibamba Power constructed an administrative building and landscaped the playground at the Yatchika primary school that we built a few years ago.



PROFESSIONAL DEVELOPMENT

We offered work experience to 37 interns in 2020. The Elite One Scholarship and Graduate programmes that we run in partnership with five of the country's top universities were put on hold due to Covid-19 restrictions. But 22 talented young people have been selected for Elite One work placements at Kribi and Dibamba in 2021. We also ran a Leadership and Excellence Day on careers for 36 female students.

HEALTH

In 2020, much of our SED support for community health related to Covid-19 prevention (see page 4). We also ran a free health campaign, organised with a hospital in Kribi, to encourage people to seek help for medical ailments despite concerns about Covid-19 at hospitals. This campaign benefited 732 patients.



LOCAL INFRASTRUCTURE

In 2020, we extended access to electricity to two schools, installed water supplies at three schools (see case study on page 8) and began construction of a solar-powered borehole to provide potable water for the Yatchika health centre and school near our Dibamba plant. We built a community house for people living near our Kribi plant to hold meetings and events. And we continued to maintain the 27 boreholes we have built previously, which provide safe drinking water for over 25,000 people in 26 villages.

SUPPORT FOR INDIGENOUS COMMUNITIES

We have continued to work with a local non-profit organisation, APED, to help indigenous Bagyeli people living near our Kribi plant to obtain formal identification documents, such as birth certificates and identity cards. We also funded school and exam fees for 150 Bagyeli students and provided them with school kits.



PROTECTING THE ENVIRONMENT

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

ADDRESSING 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 2020, our carbon footprint across Cameroon totalled 587,870 tonnes of CO₂-equivalent (CO₂e), similar to the previous year. This remained significantly lower than usual levels because the Dibamba plant continued to run at

only 6% of its capacity, partly due to local shortages in HFO supplies. Our greenhouse gas intensity was 491 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 Globeleq'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 limits set by national regulations and IFC Performance Standards.

MINIMISING WATER USE AND WASTE

In 2020, we consumed 39,739m³ of water for cooling at our power plants, and for hygiene and catering purposes.

We take steps to minimise water consumption, including recirculating 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 1,324 tonnes of waste in 2020. This includes 924 tonnes of hazardous waste, such as oily rags, used oil from plant maintenance and sludge from oily wastewater.

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 to local communities when no longer needed at our plants.



PERFORMANCE SUMMARY

The table provides a summary of year-on-year performance for key indicators on our most material sustainability topics.

⁵ Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762.

⁶ Estimate provided by CDC based on the amount of electricity we produce and average national consumption per capita. We are reporting this indicator for the first time in 2020.

⁷ Estimated indirect employment enabled by businesses using electricity generated based on Joint Impact Model Joint Impact Model (used by CDC Group).

⁸ 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).

⁹ We have regraded positions so we cannot report a comparable figure for women in senior management or management in 2019.

¹⁰ Year-on-year engagement score taken from surveys in September of each year. Interim survey results are provided on page 7.

¹¹ 2019 data has been updated to reflect improved data quality.

	2019	2020
POWERING DEVELOPMENT		
Operational power capacity (MW)	304	304
Average availability (%)⁵		
– Kribi Power	88.6%	89.5%
– Dibamba Power	98.5%	97.9%
Electricity generated (GWh)	1,177	1,198
Consumers reached by the electricity we produce⁶	–	2,121,436
Jobs indirectly supported through electricity generated⁷	39,800	40,465
HEALTH AND SAFETY		
Reportable incident rate⁸	0.21	0.00
Lost-time accidents	0	0
EMPLOYEES		
Number of employees	189	197
– Cameroonian nationals (%)	100%	100%
– Women (%)	13%	13%
Women in senior management (%)	– ⁹	27
Women in management (excluding senior management) (%)	– ⁹	11
Employee engagement (score out of 10)¹⁰	6.7	6.8
COMMUNITIES		
Total spend on socio-economic development (SED) projects (CFA m)	254	317
Number of people reached by SED projects (estimated)	26,500	35,000
ENVIRONMENT		
Greenhouse gas emissions generated (tonnes CO₂e)	579,938	587,870
Greenhouse gas intensity (tonnes CO₂e/GWh)	493¹¹	491
Water use (m³)	55,002	39,739
Total waste generated (tonnes)	937	1,324
– Hazardous waste generated (tonnes)	743	924

FIND OUT MORE

This report covers our sustainability activities and performance at our operations across Cameroon in 2020.

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**.

Globeleq Cameroon Management Services S.A.

Dibamba Power Development Company S.A.

Kribi Power Development Company S.A.

Rue Bertaut, Bali
BP 12 063, Douala
Cameroon

www.globeleq.cm

Globeleq Head Office

6th Floor
67 Lombard Street
London EC3V 9LJ
United Kingdom

www.globeleq.com

