

SUSTAINABILITY REPORT 2020 CÔTE D'IVOIRE



AZITO/O&M

AZITO ENERGIE

 GLOBELEQ

MESSAGE FROM OUR MANAGING DIRECTORS

AZITO WILL SOON BE THE LARGEST POWER PLANT IN CÔTE D'IVOIRE AND WE ARE MAKING A SIGNIFICANT CONTRIBUTION TO THE COUNTRY'S DEVELOPMENT.

We are helping to drive the growth of the Ivorian economy not only by delivering power to the grid, but by enabling export of power to neighbouring countries. The electricity we produced in 2020 reached over 5 million¹ consumers and indirectly supported over 72,500² jobs on top of the 70 people we employ directly.

In addition to supporting the wellbeing of the nation through our core business, we are creating a sustained positive impact on people's lives through our socio-economic development programmes in Abidjan and across the country.

We have built strong relationships with our local communities over the two decades we have been operating in Azito. Despite the pandemic, we continued to invest in projects to improve their lives in 2020, including creating better learning facilities for children and teachers.

Supporting our communities, colleagues and country through the pandemic has been a priority over the last year. We took Covid-19 prevention measures extremely seriously, extending awareness campaigns and support to our employees, their families and local communities.

Our people have worked tirelessly to keep the power on through the Covid-19 crisis. During certain periods of restrictions, our operations teams even stayed on site for several days at a time to keep the plant going safely.

We cannot emphasise enough the dedication our employees have shown through this extremely difficult period, and we want to extend a heartfelt thank you to each and every one of them. Thanks to their commitment, we have been able to keep the Azito plant running throughout the Covid-19 crisis and push forward with Phase IV construction.

Health and safety always comes first at Azito. In October, the plant celebrated 13 years without a lost-time accident. Both our existing operations and the Phase IV construction project had a reportable incident rate of zero in 2020.

Our environmental performance also remains exemplary. Previous investments in technology upgrades have further improved plant efficiency in 2020 so we are using less gas to produce every MW of power.

Both environmental and social considerations are fundamental to the way we operate. For us, sustainability is not negotiable. It is an essential part of our mission to power Côte d'Ivoire's development and create a better future for generations to come.

Honorat Boua
Managing Director
Azito O&M



Luc Aye
Managing Director
Azito Energie



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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).

POWERING DEVELOPMENT

WE ARE POWERING AFRICA'S GROWTH BY INCREASING POWER CAPACITY RESPONSIBLY.

We pride ourselves in delivering power that the people of Côte d'Ivoire can rely on. Our Azito power plant had an average availability rate of 91.9% in 2020.

The 460 MW plant is powered by natural gas from the country's own gas fields. It has made a big contribution to the Ivorian Government's target to increase installed power capacity to 2,000 MW by 2020.

Construction of Azito Phase IV is well underway. The new 181 MW open cycle gas turbine will begin operating in the second half of 2021 and the accompanying 72 MW combined cycle steam turbine will go online in 2022. Once this expansion is completed, the Azito plant will generate 30% of the country's electricity.

The additional capacity will enable development by bringing electricity to hundreds of thousands more homes and businesses in Côte d'Ivoire and neighbouring countries. The power we generated in 2020 reached 5.4 million consumers³ and indirectly supports an estimated 72,587 jobs.⁴

We directly employ 70 people, almost all of them Ivorian, and we are committed to hiring locally wherever possible. We also include requirements on local hiring and procurement in our agreements with construction contractors. Around 500 contractor workers supported the construction of Azito Phase IV in 2020 – 95% are Ivorian, and 61% are from the local communities of Azito and Béago or the wider Yopougon area of Abidjan.

Job creation is just one of the ways our business and our power are contributing to Côte d'Ivoire's growth and to the UN Sustainable Development Goals. We also invest in socio-economic development projects, focusing on education, health, post-school professional development and income generation (see page 8).

Our commitment to sustainability underpins our reputation and all our business decisions. Our management systems are designed to ensure compliance with local laws and the International Finance Corporation (IFC) Performance Standards and Guidelines.

Working in partnership

Globelec owns the Azito Operations & Maintenance (Azito O&M) company that runs the Azito power plant. We also hold a 77% share in Azito Energie, the project company. Our partner in Azito Energie is Industrial Promotion Services (West Africa), an affiliate of the Aga Khan Fund for Economic Development.

POWERING CÔTE D'IVOIRE'S GROWTH – KEY PERFORMANCE INDICATORS 2020

OUR POWER



460
MW
OPERATIONAL

253
MW IN
CONSTRUCTION

91.9%
AVERAGE
AVAILABILITY
IN 2020 ⁵

OUR PEOPLE



70
EMPLOYEES

OUR DEVELOPMENT IMPACT



72,587
JOBS INDIRECTLY
SUPPORTED
IN 2020 ⁴

5.4 m
CONSUMERS
REACHED BY THE
ELECTRICITY
WE PRODUCE ³



³ Estimate provided by CDC based on the amount of electricity we produce and average national consumption per capita. ⁴ Estimated indirect employment enabled by businesses using electricity generated based on Joint Impact Model (used by CDC Group). ⁵ Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762.

RESPONDING TO COVID-19

AS THE COVID-19 PANDEMIC TOOK HOLD IN 2020, WE RESPONDED QUICKLY TO PROTECT OUR EMPLOYEES AND SUPPORT OUR COMMUNITIES, WHILE CONTINUING TO PROVIDE POWER TO KEEP THE COUNTRY RUNNING.

PROTECTING OUR PEOPLE

We took steps to minimise the number of people working on site, including asking people to work from home if they could, and providing equipment and connectivity to help them do so safely and effectively. We also delayed major maintenance projects and put Phase IV construction on hold for four months.

We communicated frequently with employees about Covid-19 prevention measures through our regular health and safety toolbox talks. We also held dedicated Covid-19 awareness sessions, which were presented by a doctor.

A small number of people still needed to work on site to keep the plant operating safely, and some stayed on site for several days at a time. We provided private transport to and from work to avoid unnecessary exposure on public transport.

We provided a Covid-19 checklist and a briefing on prevention measures to everyone coming onto the site, including visitors and contractors. On-site safety measures included compulsory passage through a disinfection tunnel and automatic body temperature measurements on entering the site, mandatory social distancing and wearing of facemasks, touchless handwashing and sanitising stations, and an outdoor canteen.

Anyone showing symptoms had to self-isolate either at home or in special isolation rooms at the plant, and we called to check their condition and see if they needed any further assistance. We also asked people who they had been in contact with to get tested.

KEEPING THE POWER ON

Our crisis management processes, including additional safety measures, enabled us to keep the plant operating

at full capacity through Covid-19 and maintain high availability rates to deliver power to the national grid as needed.

SUPPORT FOR COMMUNITIES

To help employees and their families stay safe, we supplied reusable facemasks to use outside work.

We arranged doctor-led training for our local communities to help prevent the spread of Covid-19. We also donated sanitising kits, personal protective equipment (PPE) and food parcels to support local communities, schools, health centres and an orphanage through Covid-19 (see case study).

Our 5 million CFA donation of equipment to the Azito community health centre – including 1,500 facemasks, 2,000 gloves, sanitising gels and electronic medical thermometers – benefited an estimated 10,000 people.



SANITISING KITS FOR SAFETY IN SCHOOLS

The Azito O&M team delivered donations of sanitising equipment to local schools in June 2020, including Yopougon primary school (pictured), to help children learn in a safe environment.

KEEPING PEOPLE SAFE AND WELL

OUR PRIORITY IS TO ENSURE NO HARM COMES TO OUR PEOPLE WHILE THEY ARE AT WORK.

MANAGING HEALTH AND SAFETY

Our health and safety management system is aligned with Globelec's common procedures, which are based on international standards. In 2020, the Azito plant completed the transition from OHSAS 18001 to achieve certification to ISO 45001.

SAFETY PERFORMANCE IN 2020



REPORTABLE
INCIDENT RATE ⁶

0

LOST-TIME
ACCIDENTS

0

In October 2020, we celebrated 13 years without a lost-time accident (LTA). We maintained our safety record in 2020 with zero LTAs across our Ivorian operations and the reportable incident rate remained at zero.

The Azito Phase IV expansion project also achieved zero LTAs and a zero reportable incident rate in 2020, even as construction activities ramped up with around 500 contractors working on site.

If any incidents or near misses do occur, we carry out a thorough root cause analysis and take action to avoid anything similar happening in future.

INSTILLING A SAFETY-FIRST CULTURE

Our safety policies and procedures apply to everyone at our plant, including contractors, employees and visitors.

Employees complete safety training as part of their induction to the business and receive ongoing training relevant to their roles. Contractors are also trained and closely supervised on site to prevent any incidents.

Before beginning work on any task, we assess risks and establish plans to manage them. The safety of critical equipment is checked regularly and inspected twice a year by an external auditor. We run regular fire and emergency training simulations, and we have a trained emergency response team.

In 2020, 11 employees completed training on how to use a defibrillator in a medical emergency and 11 managers enrolled in a rigorous external safety certification course (see case study).

We encourage people to remain vigilant about safety risks and we have an incentive scheme to reward anyone reporting behaviours or situations that they believe are unsafe. Our health, safety and environment (HSE) team promotes a safety-first culture through awareness campaigns and monthly HSE committee meetings.

PROMOTING HEALTH AND WELLBEING

In 2020, much of our support for employees' health and wellbeing focused on Covid-19 (see page 4). We provide health insurance, annual medical check-ups, ergonomics assessments and training, and vaccinations against life-threatening diseases such as tetanus, meningitis and hepatitis. We are also building a gym for staff at the Azito plant.

SECURING OUR PEOPLE AND PLANT

A combination of government forces and private contractors are responsible for security at the plant. The terms of our agreements require all security personnel to be trained on safety and human rights.

ENHANCING SAFETY EXPERTISE

Eleven of our leaders, including the AZOM Managing Director, Production Manager, Maintenance Manager and HSE Lead, have enrolled in training with the internationally recognised UK National Examination Board in Occupational Safety and Health (NEBOSH). Through around 100 hours of intensive online training, they are enhancing their expertise in managing health and safety, assessing risks and instilling a good safety culture. They will complete their certifications by 2022.



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

4,820

⁶Incident 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 VALUE THE INDIVIDUAL PERSPECTIVES EACH OF OUR EMPLOYEES BRING TO THE BUSINESS, AND WE WANT TO HELP THEM DEVELOP WITH US.

DEVELOPING LOCAL TALENT

Of our 70 employees in Côte d'Ivoire, 67 are Ivorian nationals, including all 51 Azito O&M employees. Our people represent many different regions and distinctive cultures across the country.

We aim to hire locally and we support development opportunities to enhance local skills. Azito O&M's three internships in 2020 were put on hold part way through the year due to Covid-19, but Azito Energie was able to offer 12-month internships for eight local young people (see quote).

We are planning to offer more internships when Covid-19 restrictions allow, as well as providing additional vocational training in 2021 to address local skills shortages through our socio-economic development programmes (see page 8).

In 2020, we invested over 18.3 million CFA in training to help our people develop the skills they need to do their jobs and progress their careers. This is less than the previous year as a result of limited opportunities for face-to-face learning and development in 2020.

Some training continued virtually on topics such as finance and IT, and we introduced more virtual learning opportunities later in the year. Each employee has a discussion with their manager about their performance and development goals twice a year. We aim to offer every employee learning and development opportunities in 2021.

EMBRACING DIVERSITY AND INCLUSION

We began a series of half-day Diversity Dialogues in 2020 and all employees had completed this training by early 2021. They rated the half-day sessions an average of 4.1 out of 5 for gaining new insights and enabling them

to feel more confident in having conversations with people different from themselves.

Women represented 14% of our employees and 13% of senior management in 2020. Our industry is traditionally male-dominated and improving gender balance is a key focus of our diversity plan as we expand the plant. We require our recruitment agencies to include qualified women on shortlists for every role, and our equality policies ensure that we hire, promote and reward people based on merit.

We also aim to increase the pool of female candidates with the right skills for our industry through scholarships, internships and other educational activities (see page 9).

ENGAGING EMPLOYEES

In September 2020, 96% of our people in Côte d'Ivoire participated in Globeleg's third twice-yearly companywide employee survey. Our overall engagement score declined to 6.9 out of 10, just below the international benchmark of 7.0 for the sector.

We scored well in areas such as team spirit, peer relationships and managers caring about employees. The survey also highlighted areas where employees feel we can do better and we are responding to this feedback.

For example, production teams want more informal spaces for breaks and recreation.



"I dream of a career as a financial controller or financial manager. As an intern, I have acquired skills to carry out accounting tasks under the watchful eye of my supervisors. I really enjoyed working with the team. My coaches gave me responsibilities and offered me the chance to give my opinion, which allowed me to gain confidence. This internship allowed me to know the reality of these positions and to know what direction to take."

BLIBOLO STANLEY FINANCE INTERN AT AZITO ENERGIE

INVESTING IN OUR PEOPLE

We have limited space on site, but we are building a gym and creating more green spaces for relaxation as part of the Phase IV project. Reward was also raised by employees as an area for improvement and we will address this feedback through our planned Globeleq-wide salary review in 2021, based on industry benchmarking in each country.

We hold quarterly staff meetings to keep our people informed and the Azito O&M Managing Director consults employee representatives through quarterly formal meetings. In 2020, the main focus of these meetings was on Covid-19 prevention.

PROMOTING ETHICAL CONDUCT

All our employees must complete refresher training on the Globeleq Code of Business Conduct every two years. We encourage people to speak up via an independent hotline if they have any concerns about unethical behaviour or breaches of the Code. In 2020, we investigated reports of discriminatory behaviour by a manager on our Phase IV project, who was subsequently dismissed.

EMPLOYEE ENGAGEMENT SURVEY RESULTS

Engagement score (out of 10)



SEPTEMBER
2019

7.5

APRIL
2020

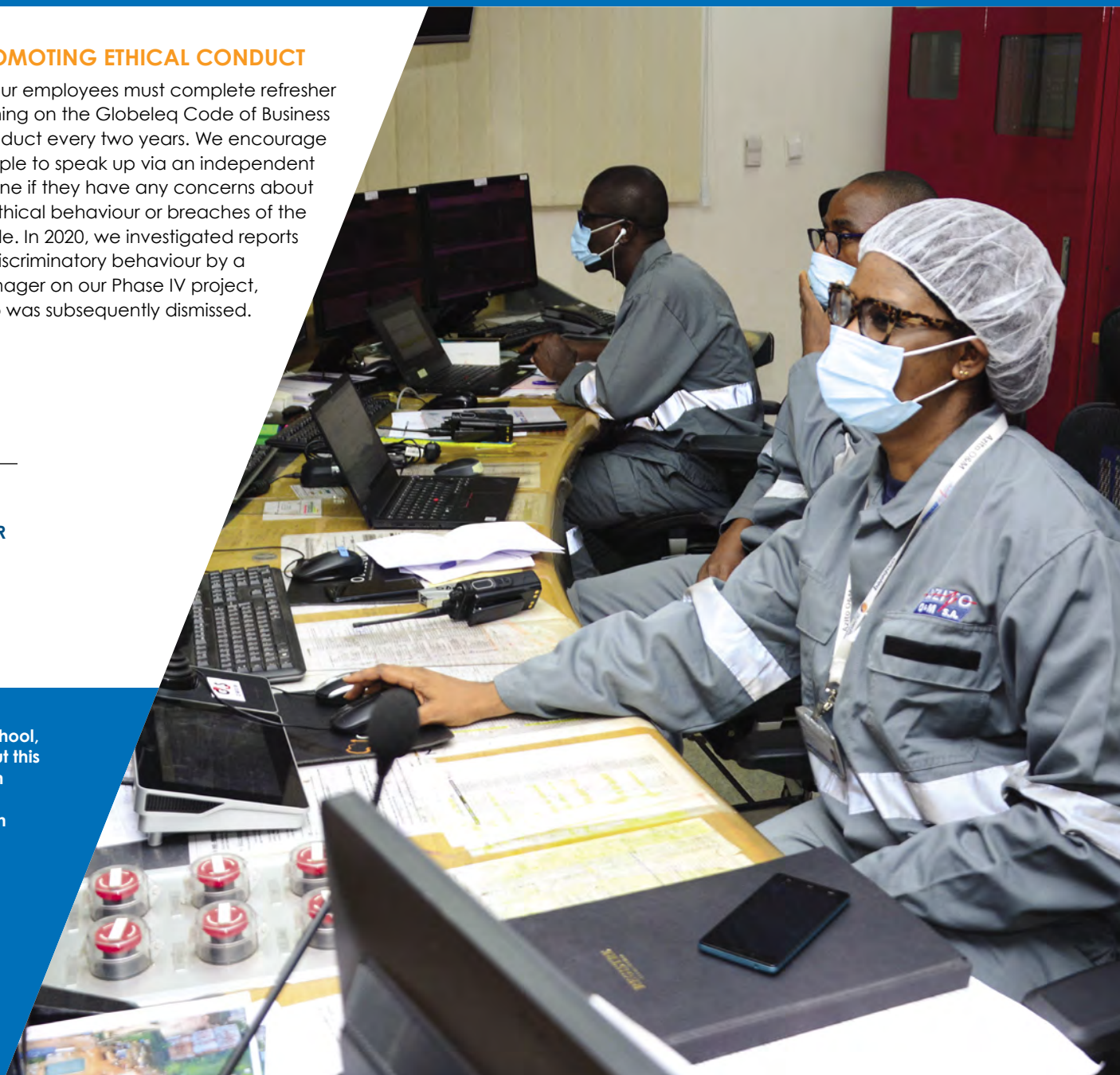
6.9

SEPTEMBER
2020

6.9

"When I chose technology, electricity and mechanics at school, I was told by some it would be 'too difficult for a woman'. But this just spurred me on to succeed and I was later selected from several hundred candidates for an engineering role at the Azito plant. When I joined, I was the only woman in my team and at first it was difficult for my male colleagues to accept me. But I earned their respect with my enthusiasm and by doing the job well. Soon they wanted me on their team."

BLANCHE AKA OPERATOR AT AZITO O&M



SUPPORTING OUR COMMUNITIES

WE WORK CLOSELY WITH PEOPLE LIVING NEAR OUR PLANT AND INVEST IN PROJECTS DESIGNED TO UPLIFT LOCAL COMMUNITIES.

INVESTING IN SOCIO-ECONOMIC DEVELOPMENT

We channel our support for communities through socio-economic development (SED) projects that will deliver long-term benefits. Our SED projects are aligned with Globeleq's four corporate priorities: health, education, income generation and professional development (see page 9).

Much of our SED investment benefits the villages closest to our plant and we also support communities in need elsewhere in Côte d'Ivoire. In 2020, we channelled more of our SED investment to health initiatives to support local communities through Covid-19 (see page 4).

ENGAGING WITH COMMUNITIES

Our SED managers lead community engagement activities in line with Globeleq's robust common procedures. We strive to be a good neighbour and we have built collaborative relationships with the



286m CFA
INVESTED IN SED PROJECTS
IN 2020



31,500+
PEOPLE REACHED
IN 2020

communities around our plant, working closely with representatives from village chieftaincies (see quote).

In 2020, we held a meeting to share the results of our annual community survey. Satisfaction rates have declined from the very high levels of 2019 but remained good, with a 75% satisfaction rating from the village of Azito and 85% from nearby Béago. The greatest demand was for employment and training opportunities for local young people. Covid-19 restricted opportunities for training in 2020, but investment in vocational training is planned for 2021.

The Azito plant is now in its fourth phase of development to expand capacity, with construction well underway at Azito Phase IV. At each phase, we have conducted an environmental and social survey involving our neighbouring communities and Yopougon City Hall.

We held nine meetings in 2020 to consult local communities specifically about Azito Phase IV, including people affected by the project, to understand and respond to their needs. Through this consultation, we identified several priorities for our Phase IV SED plan, such as road repairs, extension of the Béago village medical centre and construction of a community meeting room.

Communities can also raise any concerns through our formal grievance mechanism. A formal agreement was reached in 2019 relating to land compensation for the villagers of Azito and we supported financial training in 2020 to help communities get the most out of the money they received (see page 9).



"It is an honour to have this important power plant in Azito village. It brings visibility to the village and knowledge from outside.

The Azito Phase IV project creates jobs for youth, whether they are qualified or not. It also provides opportunities for women and others to develop income-generating activities, and the trade that has been developed is contributing to the development of the village.

If the power plant provides support for a new building at the village medical centre, this is something that will create a sustainable benefit in the long term by improving access to care in future. There is also a plan to improve the drinking water supply and we are using reusable waste materials from the Azito Phase IV site for our own projects in the village."

EZAN BLAISE FORMER SECRETARY OF AZITO VILLAGE CHIEFTAINCY AND NOW COUNCIL OF THE NEW CHIEFTAINCY



SUPPORTING OUR COMMUNITIES: SED HIGHLIGHTS IN 2020



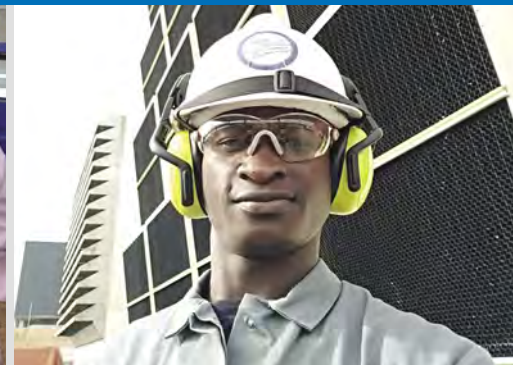
EDUCATION

We provided new classrooms, sanitation facilities and educational materials to local schools that benefited over 1,900 children in 2020. Following support to reduce class sizes at primary schools in Azito (see quote), we extended the local kindergarten in 2020 and distributed 145 school kits to children going to primary school for the first time. We also extended and refurbished primary schools in the municipalities of Tanda and Sassandra.



HEALTH

Our health projects reached more than 29,000 people in 2020. We rehabilitated two health centres and provided medications to the Hope Center, which specialises in support for people living with HIV, in the town of Grand Bassan. In addition, we raised awareness and donated supplies to support Covid-19 prevention measures (see page 4).



PROFESSIONAL DEVELOPMENT

Our internships give local young people valuable on-the-job experience in our business. In 2020, Azito Energie welcomed eight interns (see quotes on page 6). Azito O&M enrolled three, but had to put its internship programme on hold due to Covid-19 restrictions on site. We also encourage contractors supporting our SED projects to hire local people and 33 young people obtained experience through these temporary contracts in 2020.



INCOME GENERATION

Since 2008, we have supported cooperatives of women entrepreneurs in the villages of Azito and Béago who produce and export attiéké, made from cassava. Their income per tonne produced has quadrupled since 2013. In 2020, we continued support to help the cooperatives extend their factory facilities, supporting a total of 400 women.

% SED SPEND IN 2020:



Azito Village received a substantial compensation settlement in 2020 for use of the land to build our plant. Together with the IFC, we are offering support to help the village effectively manage and invest community funds to support local development.

In 2020, we provided tailored financial management training for 109 people – 38% of them women. Over the course of nine workshops, the training covered topics such as community governance, basic accounting and finance, taxes, budget planning and investment decisions.



"I have been a teacher at Azito schools for nearly 10 years. Before Azito O&M built the new school in 2017, classrooms were very overcrowded with around 90 students per class. Now it's down to 70 per class. This has made a big difference to working and learning conditions for teachers and students, to enable quality education. Academic results have improved from a 60% pass rate in 2017 to 100% in 2020."

MS. HONEST SEBOUA ABLA DIRECTOR,
AZITO 3 PUBLIC PRIMARY SCHOOL

PROTECTING THE ENVIRONMENT

WE CLOSELY MANAGE ENVIRONMENTAL IMPACTS AS WE POWER GROWTH IN CÔTE D'IVOIRE.

ADDRESSING CLIMATE CHANGE

The natural gas we use to generate power at our Azito plant has a relatively low carbon footprint compared with other fossil fuels and enables production of affordable power using Côte d'Ivoire's own natural resources.

As a combined cycle power plant, Azito is more efficient than traditional single cycle gas turbine plants. Steam turbines powered by waste heat from the gas turbines generate more power using the same amount of fuel.

We invest in innovative technologies that further reduce the carbon intensity of the power we produce. In 2020, plant efficiency improved following a major upgrade of the gas turbines the previous year (see case study).

Improved plant efficiency helped us limit the increase in our greenhouse gas footprint to 12% despite a 14% increase in power production during 2020. Our total greenhouse gas footprint was 1.3 million tonnes of

CO₂-equivalent (CO₂e) and our carbon intensity was 407 tonnes of CO₂e per GWh produced.

MANAGING ENVIRONMENTAL IMPACTS

We have robust systems in place to ensure environmental compliance and there were no significant incidents in 2020. Our environmental management system is certified to ISO 14001.

Employees are trained to identify and manage environmental risks in their daily work. Our Azito Phase IV team also conducts regular site walks to check for any potential safety or environmental issues during construction.

To avoid any adverse impact on local air quality, we have automated controls in place to monitor emissions, such as nitrogen oxides. An independent third party measures air emissions from the plant every three months to confirm that they are well within the limits set by regulations. In

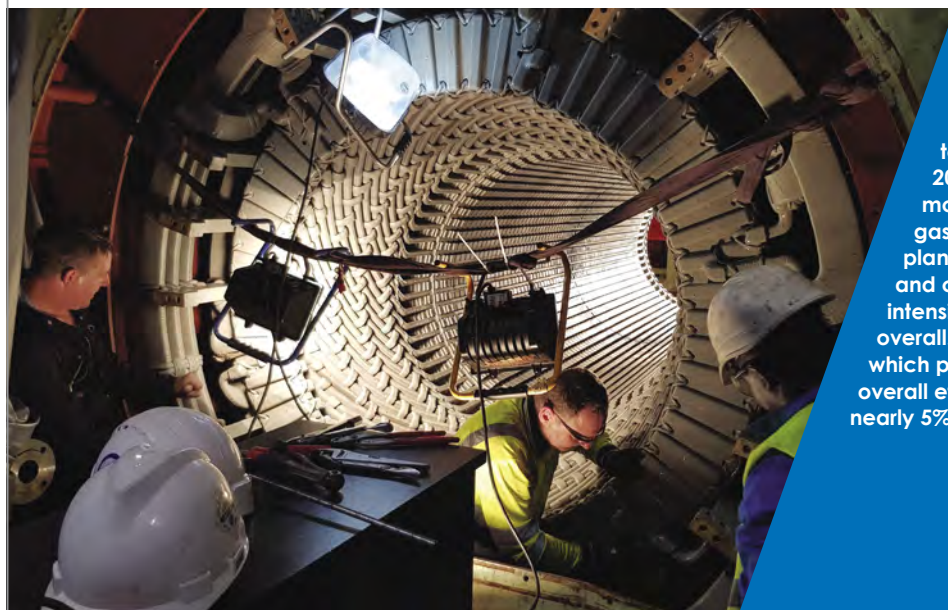
over 20 years of operating, emissions from the plant have never exceeded limits set by either national regulations or IFC Performance Standards.

MINIMISING WASTE AND WATER USE

We aim to minimise the waste generated on site and promote recycling where possible.

We generated 370 tonnes of waste in 2020. This includes 179 tonnes of hazardous waste, such as used oil and oily rags from machinery maintenance, which was disposed of responsibly by a licensed contractor. The amount of hazardous waste was significantly higher than usual in 2020 due to additional waste oil leftover from 2019 upgrade activities.

The water used to generate steam in our turbines is recycled in a closed loop. In 2020, we used 65,187m³ of water, all from licensed boreholes or municipal sources.



MORE POWER, LESS EMISSIONS

The Azito plant demonstrated improved efficiency in 2020 thanks to upgrades of the gas turbines in 2019. The turbines now offer 30 MW more capacity without additional gas use, resulting in increased plant efficiency and availability – and cutting the greenhouse gas intensity of the power produced overall. The plant's heat rate, which provides an indication of overall efficiency, improved by nearly 5% in 2020.



PERFORMANCE SUMMARY

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

⁷ Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762.

⁸ Availability was lower than usual in 2019 due to two major upgrades.

⁹ 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.

¹⁰ Estimated indirect employment enabled by businesses using electricity generated based on Joint Impact Model (used by CDC Group).

¹¹ 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).

¹² We have regraded positions so we cannot report a comparable figure for women in senior management or management in 2019.

¹³ Year-on-year engagement score taken from surveys in September of each year. Interim survey results are provided on page 7.

	2019	2020
POWERING DEVELOPMENT		
Operational power capacity (MW)	460	460
Average availability (%) ⁷	88.4 ⁸	91.9
Electricity generated (GWh)	2,779	3,176
Consumers reached by the electricity we produce ⁹	–	5,372,351
Jobs indirectly supported through electricity generated ¹⁰	67,300	72,587
HEALTH AND SAFETY		
Reportable incident rate ¹¹	0	0
Lost-time accidents	0	0
EMPLOYEES		
Number of employees	74	70
– Ivorian nationals (%)	93	96
– Women (%)	16	14
Women in senior management (%)	– ¹²	13
Women in management (excluding senior management) (%)	– ¹²	0
Employee engagement (score out of 10) ¹³	7.5	6.9
COMMUNITIES		
Total spend on socio-economic development (SED) projects (CFA m)	264	286
Number of people reached by SED projects (estimated)	49,700	31,500
ENVIRONMENT		
Greenhouse gas emissions generated (tonnes CO ₂ e)	1,154,120	1,291,740
Greenhouse gas intensity (tonnes CO ₂ e/GWh)	415	407
Water use (m ³)	68,496	65,187
Total waste generated (tonnes)	286	370
– Hazardous waste generated (tonnes)	7	179

FIND OUT MORE

This report covers our sustainability activities and performance at our operations across Côte d'Ivoire 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.

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