

SUSTAINABILITY REPORT 2021 CÔTE D'IVOIRE



AZITO/O&M

AZITO ENERGIE

 GLOBELEQ

MESSAGE FROM OUR MANAGING DIRECTORS

Our Azito plant contributes 20% of Ivorian power capacity and this will soon increase to 30%.

Based on our performance over the past two decades, Azito is the most available and reliable power plant in Côte d'Ivoire. It already provides 460 MW of power and it will become the plant with the largest installed capacity in the country at 713 MW when the Phase IV expansion comes online early in 2023.

By providing reliable power and expanding capacity, we are supporting the Ivorian Government in its ambitions to extend electricity to more communities across the country, power industrialisation of the economy and become an energy hub for West Africa as a net exporter of electricity.

We have built strong relationships with the Government, local communities and our staff over the two decades we have been operating in Azito.

Through our socio-economic development programmes, we have a significant positive impact on people living near our plant and in vulnerable communities further afield. In 2021, we focused on improving learning environments for children and helping women entrepreneurs boost their livelihoods to support their families. We also highlighted our commitment to developing diverse local talent by welcoming 14 young people to gain work experience as interns, half of them women. Azito continued the implementation of the joint IFC–Azito advisory programme designed

to strengthen the capacity of the Azito Village to effectively manage and invest community funds to support local development through improvements in social infrastructure, access to basic services and opportunities for income generation.

Supporting our colleagues and communities through the ongoing Covid-19 pandemic remained a priority in 2021. The Azito plant maintained its strong track record on health and safety, celebrating 5,000 days without a lost-time accident. We also increased our focus on employee wellbeing as a key component of the plant's ISO 45001 certification.

Despite technical challenges, the Azito plant achieved 88% availability and continued to meet high environmental standards. Construction of Phase IV continued in 2021.

Our commitment to technical, environmental and social sustainability is fundamental to our business and our mission to power Côte d'Ivoire's growth. We envisage a bright future for our colleagues, our communities and our country as Azito earns its place in the hearts of the Ivorian people.

Honorat Boua
Managing Director
Azito O&M



Luc Aye
Managing Director
Azito Energie



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POWERING DEVELOPMENT

We are powering Côte d'Ivoire's growth by increasing power capacity responsibly.

We pride ourselves on delivering electricity that the people of Côte d'Ivoire can rely on. Powered by natural gas from Ivorian gas fields, our 460 MW Azito power plant already contributes around 20% of the country's capacity. Once the Phase IV expansion is completed, this will increase to around 30%.

Construction of Azito Phase IV is well underway. Following delays, mainly due to the Covid-19 pandemic, the new 181 MW open cycle gas turbine will begin operating in mid-2022 and the accompanying 72 MW combined cycle steam turbine will go online in early 2023.

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 2021 reached 3.2 million consumers¹ and indirectly supports an estimated 74,048 jobs.²

We directly employ 65 people, almost all of them Ivorian. We are committed to hiring locally wherever possible.

We also include requirements on local hiring and procurement in our agreements with construction contractors. In 2021, an average of around 800 workers supported the construction of Azito Phase IV – 90% of them Ivorian, including 55% 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 2021

OUR POWER



460
MW

253
MW in
construction

88.4%
average
availability³

OUR PEOPLE



65
employees

OUR DEVELOPMENT IMPACT



74,048
jobs indirectly
supported²

3.2 m
consumers reached
by the electricity
we produce¹

¹ Estimated based on actual project level production and national per capita consumption. ² Estimated indirect employment enabled by businesses using electricity generated based on Joint Impact Model (used by BII). ³ Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762.



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 Globeleq's common procedures, which are based on international standards. The Azito plant is certified to the international ISO 45001 standard.

In June 2021, the Azito plant celebrated 5,000 days without a lost-time accident (LTA). We maintained our safety record in 2021 with zero LTAs across our Ivorian operations and the reportable incident rate remained at zero.

We report safety performance on construction projects separately from our operations. In 2021, the Azito Phase IV expansion project achieved zero LTAs, even as construction activities ramped up with between 500 and 1,200 contractors working on site. Two incidents resulting in work restriction led to a reportable incident rate of 0.19 for construction activities at Azito IV.

If any incidents or near misses 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 employees, contractors and visitors.

Employees complete safety training as part of their induction to the business and receive ongoing training relevant to their roles. 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 drills to test procedures and readiness to respond to different scenarios, and we have a trained emergency response team.

In addition to health and safety induction sessions, we run training for employees on specific aspects of safety relevant to their roles. In 2021, training covered topics such as electrical safety, working in confined spaces, safe driving, incident reporting and first aid. We also ran in-depth operational safety training for engineers recruited to run Phase IV operations once construction is completed.

Eleven of our leaders, including the AZOM Managing Director, Production Manager, Maintenance Manager

CELEBRATING SAFETY MILESTONES



AZITO OPERATIONS & MAINTENANCE
DAYS WITHOUT LTAs BY THE END OF 2021

5,184+

and HSE Lead, continued a course to become certified in the rigorous standards of the UK National Education Board for Occupational Health and Safety (NEBOSH) (see quote on page 5). 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 in 2022.

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.



SAFETY PERFORMANCE IN 2021

OPERATIONS

REPORTABLE INCIDENT RATE ⁴	LOST-TIME ACCIDENTS
0	0

CONSTRUCTION

REPORTABLE INCIDENT RATE ⁴	LOST-TIME ACCIDENTS
0.19	0

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).



Contractors are also trained and closely supervised on site to prevent any incidents. We had hundreds of construction workers supporting the Azito IV project this year and every one of them completed a health and safety induction before beginning work on site, with additional training as needed to work on specific tasks.

Promoting health and wellbeing

To promote employee health and wellbeing, 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 as part of the Phase IV expansion.

In 2021, we continued to focus much of our support on Covid-19 prevention. 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, and provided facemasks and testing for employees and their families.

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. Those employees able to work from home were permitted to work remotely.

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.

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.

In 2021, there was one incident involving copper theft from the Azito IV construction site by a local youth. We resolved this through engagement with the community and the family of the young person involved who returned the stolen materials.

"The NEBOSH certificate is highly respected by employers around the world, and is an essential step for those looking for a long and successful career in occupational health and safety. I have already completed around 200 hours of online training since I began the course in March 2020. It's helping me to plan and deliver internal training, and I use what I have learned to raise awareness of health and safety on a daily basis."

Abel Kacou

Quality Safety Health Environment Engineer, AZOM (right)



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 65 employees in Côte d'Ivoire, 64 are Ivorian nationals, including all 50 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. In 2021, we offered internships to 14 young people, half of them women, in roles ranging from finance to maintenance (see quotes on page 7). We also encourage contractors to hire local young people to support construction of our Azito Phase IV project and our socio-economic development programmes.

Each employee has a discussion with their manager about their performance and development goals twice a year. In 2021, we invested over 113.5 million CFA in training to help our people develop the skills they need to do their jobs and progress their careers. Training included topics such as project management, English, IT and legal compliance, as well as training on technical aspects of our operations including outage management and vibration analysis.

Embracing diversity and inclusion

All our employees have now completed our half-day Diversity Dialogues workshops. 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 15% of our employees and 14% of senior management in 2021. 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).

“Being a woman engineer in a demanding industry can be challenging and you have to be assertive. Azito O&M is putting its confidence in women by enabling more of us to practice in this field and supporting each of us. When I started out as an intern in 2014, being put in charge of a project's success helped me build confidence. Ongoing training since then has helped me develop my skills and career as an operator. I now use my own experience to encourage other women to go into engineering.”

Marina Yao

Production Operator, Azito O&M (right)



Engaging employees

In 2021, 98% of our people in Côte d'Ivoire participated in Globelec's companywide employee survey. Our overall engagement score increased to 7.1 out of 10, but remained below the international benchmark of 7.4 for the sector.

We scored well in areas such as management support, empathy and equality. The survey also highlighted areas where employees feel we can do better, including improving clarity about responsibilities and managing workload.

To address this feedback, we have introduced monthly meetings between employees and their supervisors, hired more contractors to help reduce workload for individuals and completed a Globelec-wide salary review.

Employees have also consistently told us they want more informal spaces for breaks and recreation. Although we have limited space on site, this is something we are addressing as part of the Azito Phase IV expansion through the construction of a gym and the creation of more green spaces.

We hold quarterly staff meetings to keep our people informed and the Azito O&M Managing Director consults employee representatives through quarterly formal meetings.

"I want to pursue a career as an accountant or financial manager. The internship at Azito Energie has allowed me to understand the reality of these positions and decide which direction to take in my studies. I learned a lot of useful accounting skills, from completing banking reconciliation to preparing VAT returns. I like working with the team and the responsibilities I've been given have helped me build confidence in my abilities."

Willane Dan

Finance Intern at Azito Energie (right)



EMPLOYEE ENGAGEMENT SURVEY RESULTS (ENGAGEMENT SCORE OUT OF 10)



Promoting ethical conduct

All our employees must complete refresher training on the Globelec 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. No concerns were raised in 2021.



"My internship at AZITO O&M has been a great experience. My ambition in the future is to pursue a career in the field of electricity production and the internship allowed me to learn techniques related to different aspects of electricity production from qualified staff. The AZOM team is very welcoming and friendly. They have helped me learn by sharing their experience and giving me the opportunity to do certain tasks alone to build my confidence and test my skills."

Achi Charles Emmanuel Ayekoe

Mechanical Maintenance Intern, AZOM (above)

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

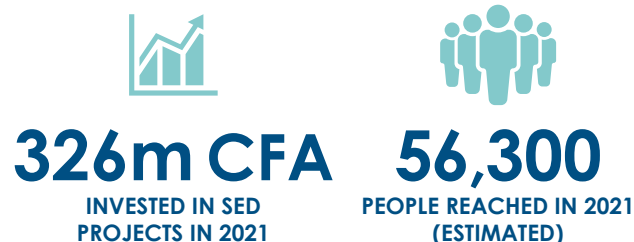
We channel our support for communities through socio-economic development (SED) projects that will deliver long-term benefits. Our SED projects are aligned with Globelecq's four corporate priorities: health, education, income generation and professional development (see page 9).

Much of our SED investment benefits the villages closest to our plant and we also support communities in need elsewhere in Côte d'Ivoire, including those affected by devastating storms in 2021.

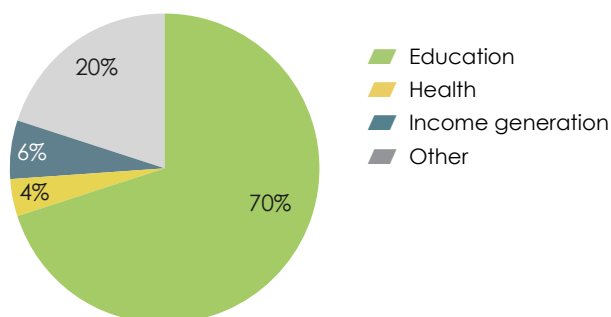
Engaging with communities

Our SED managers lead community engagement activities in line with Globelecq's robust common procedures. We strive to be a good neighbour and we have built collaborative relationships with the communities around our plant, working closely with representatives from village chieftaincies (see quote).

In 2021, we held more than 20 community meetings and carried out our annual survey of neighbouring communities. Satisfaction rates improved with a rating of 86% for the village of Azito and 94% from nearby Béago. The main



SED SPEND BY CATEGORY IN 2021



topic raised related to youth employment opportunities. Communities can also raise any concerns through our formal grievance mechanism.

The Azito plant is now in its fourth phase of development to expand capacity, with construction nearing completion at Azito Phase IV. At each phase, we have conducted environmental and social assessments with input from our neighbouring communities and local government representatives from Yopougon City Hall. We held multiple meetings in 2021 to consult local communities specifically about Azito Phase IV, update them on the project, and discuss related hiring opportunities and plans for SED programmes. We also engaged with communities and our engineering, procurement and construction contractor to resolve issues related to late payments to local contractors.

Together with the IFC, we continued to provide financial training for the villagers of Azito to help them effectively manage and invest community funds they received through a settlement relating to land compensation. The community has also created a committee to manage development projects that includes the village elders as well as women and youth representatives.

"When a tornado devastated the village of Wanehzi and destroyed one of the primary school buildings, some parents withdrew their children from school because of poor learning conditions. The construction of a new three-class building by Azito O&M has greatly improved conditions for students and teachers. The number of children enrolled has grown by 25%. We now have 177 students and we are able to meet the national standard of 30 students per class. It is a great relief for the community."

Sery Krogba Guillaume

Director of Wanehzi Public Primary School (right)



"Azito's support has made a big difference to women producing attiéké in the village of Béago. Previously, they were working alone to make attiéké by hand and the small amounts they produced earned them only around 1,000 CFA per day from the local market. Now, they have come together as a dynamic team. The new factory has reduced manual labour and increased production. They are negotiating a contract to produce attiéké for the international market and aim to increase their income to more than 5,000 CFA per day."

Hortance Kotan

President of the Béago attiéké production cooperative (right)



SED HIGHLIGHTS IN 2021

EDUCATION

We constructed two new schools in the communities of Wanehzi and Greugbeu to replace schools that were devastated by storms in 2021 (see quote page 8). Elsewhere, we built a new kindergarten and refurbished another

one, and provided equipment such as desks, chairs, school kits and toys. In collaboration with the Ministry of National Education, we ran excellence awards to recognise 400 best performing students in the municipality.



HEALTH

On World Malaria Day, we launched a major awareness campaign with the Ministry of Health, including distributing mosquito nets in the villages of Azito and Béago. We raised awareness of Covid-19 prevention measures and provided personal protective equipment. We also began construction of an extension to the Azito medical centre (right), donated equipment to local hospitals, and supplied medicines to the Espoir Centre to support the fight against HIV.



INCOME GENERATION

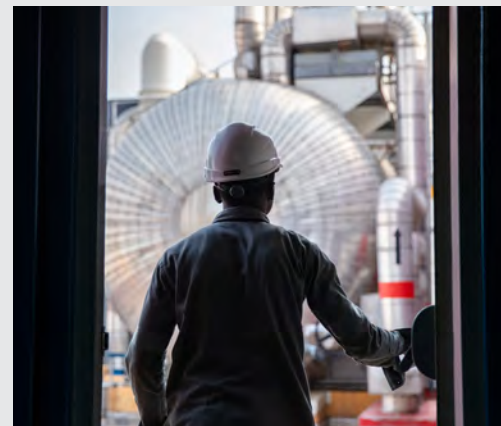
We continued to support the cooperative of 400 women entrepreneurs (see quote page 8) in the village of Béago who produce and sell attiéké, made from cassava. Over the last three years, we have constructed a factory,

which began operating in late 2021, provided equipment and offered training to help the women run the business and improve literacy.



PROFESSIONAL DEVELOPMENT

Our internships give local young people valuable on-the-job experience in our business. In 2021, we welcomed 14 interns (see quotes on page 7). We also encourage contractors supporting our SED projects to hire local people and 59 young people obtained experience through these temporary contracts in 2021.



PROTECTING THE ENVIRONMENT

We closely manage environmental impacts as we power growth in Côte d'Ivoire.

Addressing climate change

Our total greenhouse gas footprint is largely determined by the amount of energy we produce. In 2021, it was nearly 1.4 million tonnes of CO₂-equivalent (CO₂e).

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 have also invested in innovative technologies that further reduce the carbon intensity of the power we produce.

Following a reduction of carbon intensity in 2020 as a result of the efficiency gains from a major technical upgrade in 2019, our carbon intensity increased slightly in 2021 to 417 tonnes of CO₂e per GWh produced.

A major outage of our steam turbine, which meant the Azito plant was operating in open cycle for nearly three months of the year, contributed to this increase. Once the issue was resolved, the plant's efficiency improved significantly by operating in closed cycle again.

Managing environmental impacts

We have robust systems in place to ensure environmental compliance and there were no significant incidents in 2021. Our environmental management system is certified to ISO 14001.

Employees are trained to identify and manage environmental risks in their daily work. This year, training for AZOM staff covered general environment aspects of our business, waste management and biodiversity. Our Azito Phase IV team also conducts regular site walks to check for any potential safety or environmental issues during construction.

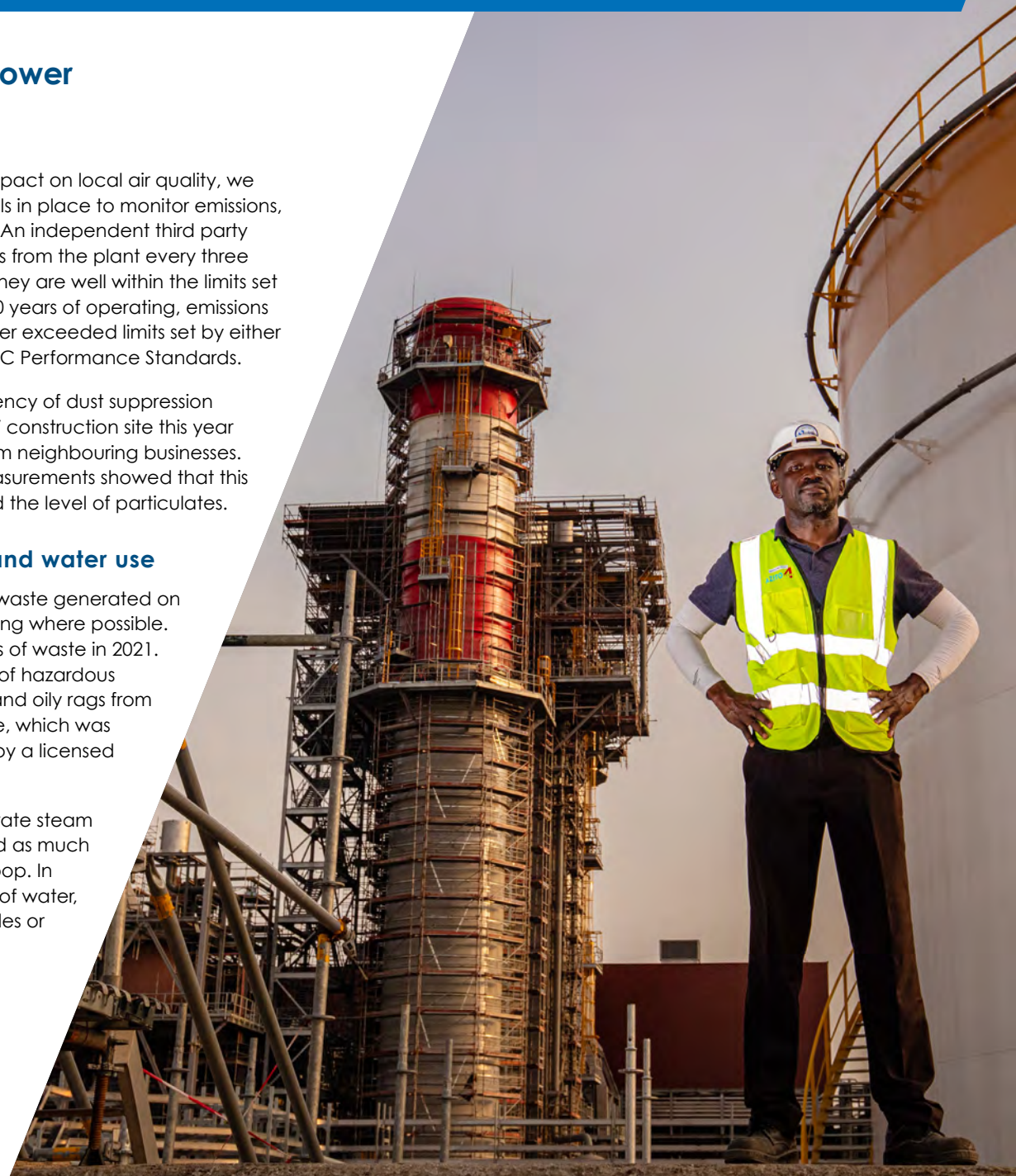
To avoid any adverse impact on local air quality, we have automated controls in place to monitor emissions, such as nitrogen oxides. An independent third party measures stack emissions from the plant every three months to confirm that they are well within the limits set by regulations. In over 20 years of operating, emissions from the plant have never exceeded limits set by either national regulations or IFC Performance Standards.

We increased the frequency of dust suppression measures on the Azito IV construction site this year following complaints from neighbouring businesses. Quarterly air quality measurements showed that this has successfully reduced the level of particulates.

Minimising waste and water use

We aim to minimise the waste generated on site and promote recycling where possible. We generated 64 tonnes of waste in 2021. This includes five tonnes of hazardous waste, such as used oil and oily rags from machinery maintenance, which was disposed of responsibly by a licensed contractor.

The water used to generate steam in our turbines is recycled as much as possible in a closed loop. In 2021, we used 66,527m³ of water, all from licensed boreholes or municipal sources.



PERFORMANCE SUMMARY

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

	2019	2020	2021
POWERING DEVELOPMENT			
Operational power capacity (MW)	460	460	460
Average availability (%) ⁵	88.4 ⁶	91.9	88.4 ⁷
Electricity generated (GWh)	2,779	3,176	3,294
Consumers reached by the electricity we produce ⁸	–	3,050,400 ⁹	3,163,300
Jobs indirectly supported through electricity generated ¹⁰	67,300	72,587	74,048
HEALTH AND SAFETY			
Reportable incident rate (operations) ¹¹	0	0	0
Lost-time accidents (operations)	0	0	0
Reportable incident rate (construction) ¹¹	0	0	0.19
Lost-time accidents (construction)	0	0	0
EMPLOYEES			
Number of employees	74	70	65
– Ivorian nationals (%)	93	96	98
– Women (%)	16	14	15
Women in senior management (%)	– ¹²	13	14
Women in management (excluding senior management) (%)	– ¹²	0	6
Employee engagement (score out of 10)	7.5	6.9	7.1
COMMUNITIES			
Total spend on socio-economic development (SED) projects (CFA m)	264	286	326
Number of people reached by SED projects (estimated)	49,700	31,500	56,300
ENVIRONMENT			
Greenhouse gas emissions generated (tonnes CO₂e)	1,154,120	1,291,740	1,372,915
Greenhouse gas intensity (tonnes CO₂e/GWh)	415	407	417
Water use (m³)	68,496	65,459 ⁹	66,527
Total waste generated (tonnes)	286 ¹³	370 ¹³	64
– Hazardous waste generated (tonnes)	7	179 ¹³	5

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

⁶ Availability was lower than usual in 2019 due to two major upgrades.

⁷ Availability was lower than usual in 2021 due to major outages.

⁸ Estimated based on actual project level production and national per capita consumption.

⁹ Data restated due to an error in our 2020 reporting.

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

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 Waste higher than usual due to plant upgrade activities.

FIND OUT MORE

This report covers our sustainability activities and performance at our operations across Côte d'Ivoire in 2021.

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

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