

SUSTAINABILITY REPORT 2020 TANZANIA



MESSAGE FROM OUR MANAGING DIRECTOR

OUR INTEGRATED GAS-TO-POWER OPERATION OFFERS AFFORDABLE, RELIABLE POWER TO PEOPLE AND INDUSTRIES ACROSS TANZANIA.

Situated in Dar es Salaam, our Ubungo plant is the most reliable and affordable power plant in the country.

Over the last 16 years, we have helped Tanzania tap into its rich natural gas reserves by pioneering gas production and processing on Songo Songo island, and providing expertise to assist the Government's own gas processing operations. Our gas processing facility and pipeline provide gas to other industries as well as supplying our own power plant.

Knowledge transfer is one of the key ways we are supporting development in Tanzania – from training our employees to helping graduates gain skills and experience through internships. I am very proud that Tanzanian nationals now occupy all the senior positions at Songas, including myself as Managing Director and



Anael Samuel
Managing Director
Songas Ltd

Dr Michael Mngodo as the new Plant Manager. Additionally, nearly a third of our senior management are women.

In 2020, the Covid-19 pandemic and restrictions brought tough times for people and businesses across the country, including ours.

We acted quickly to make sure our people could work safely, and provided support to help them cope and stay connected through the crisis. A sharp decline in tourism and manufacturing significantly reduced demand from the national grid, but we maintained over 95% availability so we were ready and able to provide electricity when called upon.

I want to thank everyone at Songas who helped us achieve this during extraordinary circumstances. Employees showed incredible commitment while acclimatising to working from home or adapting to new shift patterns to keep the business going safely.

By doing our part to keep the lights on, we were able to offer a glimmer of hope in a time of darkness for people across the country. We also extended support to communities and contributed funding towards the Government's efforts to tackle Covid-19.

Throughout the year, we continued to deliver socio-economic development projects for communities to support education, health and environmental protection. It's great to see our investment in these projects delivering positive impact over the long term. For example, our support for sustainable fishing practices on Songo Songo island has helped to revive declining fish species and yield better catches to boost economic activity.

Taking good care of our communities, our people and the environment is fundamental to our ethos at Songas. This commitment to sustainability underpins the success of our business and our ability to deliver our mission to power Tanzania's development by continuing to offer affordable, reliable electricity now and in the future.

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POWERING DEVELOPMENT

WE STRIVE TO BE A PARTNER FOR GROWTH IN TANZANIA, BOTH NOW AND IN THE FUTURE.

Songas is a leading gas-to-power company run in partnership with the Tanzanian Government. Together, we are utilising the country's abundant natural resources to produce reliable and affordable power that's needed to stimulate economic development.

Our 190 MW Ubungo plant in Dar es Salaam provides around 20% of Tanzania's electricity demand. It has an excellent availability rate and we supply electricity to the national utility, TANESCO, at lower cost than other thermal power plants. By doing so, we are supporting the provision of more affordable electricity for individuals and industries across the country.

The electricity we produced in 2020 reached over 7 million consumers¹ and indirectly supported an estimated 104,440 jobs² in addition to the 75 people we employ directly.

Songas also owns the gas processing facility on Songo Songo island and the 225 km pipeline that brings gas from the Songo Songo gas field directly to our plant, other power generators and industrial customers.

The use of indigenous natural gas from the Songo Songo

gas field has helped to save the Tanzanian economy over 10 trillion TZS since production began in 2004³ by reducing the need for imported fuel.

It's very important to us that we contribute to development in a sustainable way. We do this by complying with local laws and the International Finance Corporation Performance Standards and Guidelines, by working safely and taking care of the environment, by engaging and developing our people, by being a good citizen and neighbour, and by giving back to the communities we are part of.

We support communities through our socio-economic development programmes. Through these, we aim to improve education and healthcare facilities, enhance livelihoods and give local young people valuable work experience to help them get jobs.

Our commitment to sustainability will help us secure a bright future for our communities, our colleagues, our country and our company – and enhance our contribution to the UN Sustainable Development Goals.

Working in partnership

Since 2004, Songas has been a strategic partner of the Government of Tanzania in meeting the country's growing demand for energy. Songas is owned by Globeleq (54.1%), TPDC (28.69%), TANESCO (9.56%) and TDFL (7.65%).

Natural gas from the Songo Songo gas field is processed by our contractor, Pan African Energy Tanzania, on Songo Songo island. It is then transported along our pipeline, which local communities help us monitor, to our Ubungo power plant in Dar es Salaam.

The electricity we generate is supplied to the national grid and distributed to end users by TANESCO.

POWERING TANZANIA'S GROWTH – KEY PERFORMANCE INDICATORS 2020

OUR POWER



190
MW
95.7%
AVERAGE
AVAILABILITY ⁴

OUR PEOPLE



75
EMPLOYEES
97%
TANZANIAN
NATIONALS

OUR DEVELOPMENT IMPACT



104,440
JOBS INDIRECTLY
SUPPORTED ²
7m
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 Converted from US\$5bn quoted by the Tanzania Petroleum Development Corporation (TPDC). ⁴ Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762.

RESPONDING TO COVID-19

WHEN COVID-19 STRUCK IN EARLY 2020, WE TOOK STEPS TO PROTECT OUR EMPLOYEES, KEEP THE POWER ON AND SUPPORT COMMUNITIES THROUGH THE CRISIS.

PROTECTING OUR PEOPLE

Our Covid-19 action plan prioritised measures to help employees and contractors stay well. We quickly introduced training and awareness on Covid-19 prevention, and communicated regularly with employees throughout the pandemic.

On-site prevention measures included social distancing, regular disinfection, additional handwash stations and sanitisers. We also provided private transport to get operations teams to and from work to avoid unnecessary social contact on public transport.

Contractors working on Songo Songo island changed shift patterns to keep teams separate and were given hotel accommodation to isolate for 14 days before going back to the island after their time off.

Employees who did not need to be on site to do their jobs worked from home from March to September 2020, and we provided equipment like desks and chairs to help them do so safely and effectively.

Our survey in September 2020 showed that employees felt we had responded very well to the pandemic with strong communications and safety precautions.

KEEPING THE POWER ON

We reduced the number of people working on site to the minimum needed to keep our operations going safely. We were able to maintain a high rate of availability at the Ubungu power plant in 2020 to continue meeting demand from the national grid, and we maintained gas supplies from our gas

production operation on Songo Songo island.

SUPPORTING EMPLOYEES' FAMILIES AND COMMUNITIES

We helped employees protect themselves and their families outside work by providing disinfectant, sanitisers and handwashing facilities, including water dispensers, for use at home. We supplied facemasks for employees' families – including extra masks for children to use when schools reopened – and for members of the communities who help monitor our pipeline.

To support wider efforts to prevent the spread of Covid-19 in Tanzania, we made a sizeable contribution to the National Relief Fund managed by the Ministry of Health (see case study).



FUNDING FOR THE FIGHT AGAINST COVID-19

Songas donated 100 million TZS to the National Relief Fund to support the government's efforts to combat the Covid-19 pandemic. The money is supporting the acquisition of essential medical equipment.

Managing Director Arael Samuel and other senior Songas representatives presented the donation to Hon. Ummu Mwalimu MP, the Minister for Health, Community Development, Gender, Elderly and Children, at the Prime Minister's office in Dar es Salaam in April 2020.

KEEPING PEOPLE SAFE AND WELL

WE HAVE ROBUST SYSTEMS IN PLACE TO MAKE SURE EVERYONE GOES HOME SAFELY AT THE END OF EVERY WORKING DAY.

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 Songas Ubungo power plant completed the transition from OHSAS 18001 certification to ISO 45001 certification.

The gas processing operation at Songo Songo island is operated by a contractor that has its own dedicated health, safety and environment (HSE) team, training and stringent procedures.

SAFETY PERFORMANCE IN 2020



REPORTABLE
INCIDENT RATE⁵

0.49

LOST-TIME
ACCIDENTS

0

Visible leadership, a highly engaged team and a proactive approach to safety helped the Ubungo plant reach the milestone of four years without a lost-time accident (LTA) in October 2020. There were no LTAs at either the Ubungo plant or on Songo Songo island in 2020. The combined reportable incident rate for both sites was 0.49.

We believe all accidents are foreseeable and preventable. If an incident does occur, we conduct rigorous root cause analysis and use this to support continual improvement.

INSTILLING A SAFETY-FIRST CULTURE

We strive to build a culture where safety comes first, encouraging everyone on site to remain vigilant and take responsibility for their own safety and that of others. Our HSE team runs regular awareness campaigns. In 2020, employees collectively completed 2,326 hours of HSE training.

Employees and contractors undergo extensive safety training before they start working with us. No work can be undertaken without authorisation and competency checks to ensure the people assigned to a task have appropriate training to do it safely.

Both employees and contractors join regular toolbox talks on site.

In 2020, 13 managers, including our Managing Director, enrolled in intensive training to work towards either an International Certificate or Diploma from the internationally recognised UK National Examination Board in Occupational Safety and Health (NEBOSH) (see quote).

Security contractors also complete training on safety and human rights.

PROMOTING HEALTH AND WELLBEING

We offer our people health screenings and health insurance, as well as access to vaccinations against diseases such as Hepatitis B, free counselling and wellbeing support. We also have an on-site gym at the Ubungo plant to promote health and wellbeing. In 2020, we ran a training webinar on mental wellbeing to help people manage stress and adjust to working from home as part of our response to Covid-19 (see page 4).

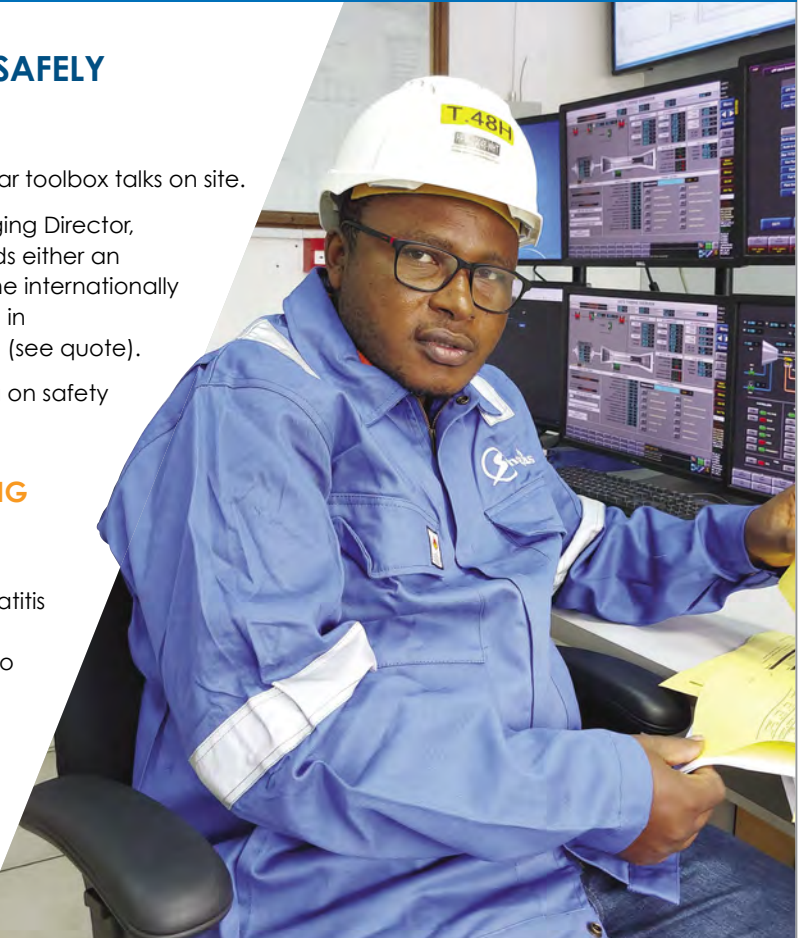
CELEBRATING SAFETY
MILESTONES: DAYS
WITHOUT LTAs BY THE
END OF 2020

1,530+

AT THE UBUNGO
POWER PLANT

"NEBOSH is one of the most respected and sought-after qualifications on health and safety. I have learned a lot over the course of nearly a year doing the training. One of my key take-aways is the importance of influencing good safety behaviour through creating safety ownership, training, motivating employees, consultation and participation, recognising employees' achievements, proper communication and responding to employees' concerns. These are among the issues we deal with on daily basis so I am constantly putting the NEBOSH training into practice and sharing what I have learned with the people I work with."

SALEHE SALUM SONGAS OPERATIONS MANAGER ON HIS EXPERIENCE DOING THE NEBOSH TRAINING



⁵Incident 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

AS A RESPONSIBLE EMPLOYER, WE LISTEN TO OUR PEOPLE AND HELP THEM ACHIEVE THEIR AMBITIONS.

DEVELOPING LOCAL TALENT

In 2020, 73 of our 75 employees were Tanzanian citizens. The two employees who are not Tanzanian citizens have been working in the country for many years.

We have invested in development to support succession of Tanzanian nationals into senior roles – including preparing Anael Samuel, the former Chief Financial Officer, to take over as Songas Managing Director in early 2020. He and our new Chief Commercial and Financial Officer both completed a one-year CEO apprenticeship programme during 2020, graduating in January 2021.

Four high-potential employees completed a development programme in March 2020 that included taking on some of the responsibilities of the plant manager for two weeks, with close supervision and feedback from managers to help them develop. Dr Michael Mngodo went on to become our first Tanzanian plant manager (see quote).

We hire locally where possible and support local skills development through socio-economic development programmes (see page 9), including six-month internships. We welcomed 12 local young people to gain valuable work experience with Songas as interns in 2020, including five women.

In 2020, we invested over 233 million TZS in training to build employees' technical, management and leadership skills. This is less than half of what we spent in 2019 due to limited opportunities for face-to-face learning during the Covid-19 pandemic.

EMBRACING DIVERSITY

We are keen to embrace a culture of diversity and inclusion in our business. All our employees took part in online Diversity Dialogues workshops in 2020. They rated the half-day sessions an average of 4.6 out of 5 for gaining

new insights and 4.3 out of 5 for enabling them to feel more confident in having conversations with people different from themselves.

We aim to improve gender balance in our business by making sure women are included on the shortlist of candidates for available roles and supporting development opportunities for women. In 2020, women represented 19% of our employees and 29% of our senior management in Tanzania.

Seven women from Songas have now completed the Female Future Programme, run by the Association of Tanzania Employers initiative for the advancement of women in the workplace. In 2020, three Songas employees graduated from the programme (see quote on page 7) and our Managing Director received an award from the Vice President of Tanzania for promoting women in leadership during the graduation ceremony.

We also aim to encourage young women and girls to think about careers in engineering. In March 2020, a group of female Songas employees visited a local school to talk to girls about careers and donate sanitary pads as part of our activities to celebrate International Women's Day.



"When Songas took over the operation of the Ubungo power plant in 2003, it opened my world to new possibilities. With my PhD in gas and steam turbines, and experience as an operator at the plant, I soon went from Operations Team Leader to Technical Manager. Over time, I developed the leadership capabilities I would need to take on the role of Plant Manager in 2020, proving that we Tanzanians are capable of doing anything we set our minds to. Now I am mentoring the next generation to help them align their passion with their profession or career."

DR MICHAEL MNGODO PLANT MANAGER OF THE SONGAS UBUNGO PLANT

INVESTING IN OUR PEOPLE

ENGAGING EMPLOYEES

In September 2020, 96% of our people in Tanzania responded to our third twice-yearly companywide employee survey. Our engagement score declined from the previous year to 7.2 out of 10, but remained higher than the international benchmark for the industry of 7.0.

We scored well on areas such as values, peer relationships and safety. While employees felt they received recognition for their work, they wanted a clearer understanding of the way reward is defined. They also expressed a desire for more autonomy.

Songas senior management reviewed the survey findings and held discussions with line managers to agree how to respond effectively. Our Managing Director held a virtual townhall with employees to explain the decision-making process on reward and outline the measures taken by the management team in response to their feedback.

We also engage with employee representatives through formal consultation. Most (77%) of our employees are members of a trade union. There were no formal consultations in 2020 due to Covid-19 and the two-year agreement on pay remained in place. The latest five-year collective agreement runs to 2021, when we will run a consultation to negotiate a new agreement.

Everyone who works with us is expected to follow our values. All employees must complete refresher training on the Globeleq Code of Business Conduct every two years.

EMPLOYEE ENGAGEMENT SURVEY RESULTS

Engagement score (out of 10)



“The Female Future programme is a great course specifically for women who are leaders or aspiring to be leaders. It has equipped us with the right knowledge to awaken and use the talents we have to become better leaders. We learned about Board competence, leadership and how to create and present good speeches. I would recommend the course to any leader, not just women leaders.”

HALIMA ABBAS TECHNICAL PROJECT ENGINEER AND PARTICIPANT IN THE FEMALE FUTURE PROGRAMME



SUPPORTING OUR COMMUNITIES

WE WORK CLOSELY WITH THE COMMUNITIES AROUND OUR OPERATIONS AND INVEST IN PROJECTS TO HELP THEM THRIVE.

INVESTING IN SOCIO-ECONOMIC DEVELOPMENT

Our socio-economic development (SED) projects aim to create a sustainable, positive and long-term impact on our host communities.

We align our SED projects with Globeleq's four corporate priority areas – health, education, income generation and post-school professional development (see page 9). We also respond to specific local needs around infrastructure and environmental conservation.

The provision of free water and electricity as part of our original development of the gas processing facility on Songo Songo island has had a sustained, lifechanging impact on the health and wellbeing of local communities since 2004. Other communities along our pipeline are being provided with electricity by TANESCO through the national grid.

In 2020, we channelled some of our SED investment to support national Covid-19 relief efforts (see page 4) and emergency relief for local communities hit by flooding. Covid-19 also caused delays to some of our planned community consultation and SED project implementation.

ENGAGING WITH COMMUNITIES

Good relationships with local communities are critical to our social licence to operate. Our SED manager leads our engagement with communities in line with Globeleq's common procedures.

We meet regularly with local leaders and representatives to update them on our activities, listen to their feedback and respond. In 2020, we continued to engage with communities despite limited opportunities for face-to-face meetings due to Covid-19. Local people can also raise concerns through our formal grievance mechanism.

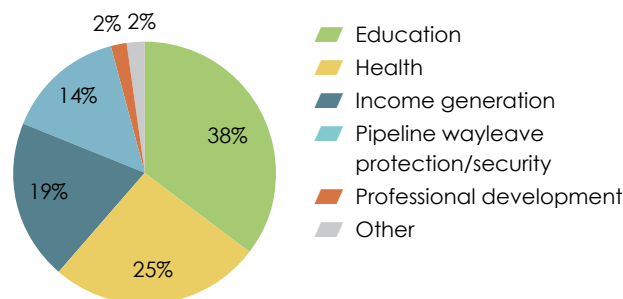


924m TSh
INVESTED IN SED
PROJECTS IN 2020



65,000
PEOPLE REACHED
IN 2020

SED INVESTMENT BY CATEGORY IN 2020



Input from communities helps us shape our strategy and activities, and we are responding to their needs through our SED projects. In 2020, we received 57 requests from communities and funded 32 projects in response to the identified needs.

STEWARDSHIP OF OUR PIPELINE

We have built strong relationships with communities along the 225km pipeline that transports gas from Songo Songo island to the Ubungu power plant in Dar es Salaam. We support them through SED programmes and we provide safety awareness training every two years.

We have agreements with 65 villages to act as wayleave guards to help us monitor the stretch of pipeline close to them through daily inspections. This enables us to respond quickly to any security or safety concerns, and address soil erosion from heavy rain that could damage the pipeline if it is not restored quickly. In 2020, we supplied facemasks to help keep wayleave guards safe during Covid-19.



SUPPORTING OUR COMMUNITIES: SED HIGHLIGHTS IN 2020

EDUCATION

In 2020, we built nine new classrooms and refurbished a further three, benefiting 4,000 pupils across four schools. The four new classrooms and toilet block at the Bungu A primary school have greatly improved learning conditions for the 2,715 pupils (see below). We also supported a project to help children read more confidently, provided scholarships for 22 secondary school students and sponsored the Young Scientist Tanzania competition for 240 students.

% SED SPEND IN 2020:



"It is very challenging teaching the children in these conditions, you need to employ skills you've never used before. The support from Songas will help to reduce the problem and directly improve the academic performance of our school."

MS. KABIA ASSISTANT HEAD OF BUNGU A PRIMARY SCHOOL

HEALTH

We continued to support construction and equipment for maternity wards in the villages of Chumbi and Njopeka to help women deliver their babies safely (see below). We also supplied hospital beds to healthcare facilities, funded rainwater harvesting at Songo Songo island dispensary and contributed 100 million TZS to the National Relief Fund to combat Covid-19 (see page 4).



"We thank Songas for supporting us to construct a maternity ward and supply medical equipment to our village dispensary. This will increase the level of privacy during childbirth and increase monthly deliveries from 10 to 14 births. We also hope that this support will increase provision of health services to pregnant women and reduce the rate of home births."

DR. ONESMO MAMBOSHO HEAD OF CHUMBI VILLAGE DISPENSARY

PROFESSIONAL DEVELOPMENT

We welcomed 12 interns to gain work experience with us in 2020, with mentoring support and ongoing feedback to help them maximise learning opportunities during their six-month placement. Since 2011, 113 graduates have completed our Industrial Practical Training internships and 20 of them have gone on to become employees (see below). We have offered 55 scholarships for vocational skills training since 2018, and in 2020 we helped three graduates to gain work experience in their former schools.



"When I first joined Songas, my expectations were to gain working experience related to my field of expertise. But to my amazement, this opportunity gave me a platform to move beyond my skills to the extent of managing large projects within the company."

RAPHAEL BUKENE SONGAS TECHNICAL ENGINEER AND FORMER INTERN

INCOME GENERATION

We continued to partner with NGO Sea Sense to help fishing communities in the Kilwa district conserve marine ecosystems and improve their livelihoods in the long term. Since the programme began in 2017, fish catches have increased and species that had previously declined as a result of overfishing are re-emerging. In 2020, Sea Sense used community theatre to raise awareness of the need to conserve marine resources and underline the important role women have to play in this (see below).



"Women play a crucial role in the conservation of marine resources. They have a strong influence on their children who will likely be engaged in fishing activities. Women have a direct impact on the sustainability of these resources by teaching them about the legal and illegal use of the resources."

AISHA AHMAD HASANI RESTAURANT OWNER IN SOMANGA VILLAGE

PROTECTING THE ENVIRONMENT

WE ARE INVESTING IN TECHNOLOGY TO REDUCE EMISSIONS AND WE HAVE CERTIFIED SYSTEMS TO MANAGE OUR ENVIRONMENTAL IMPACT.

ADDRESSING CLIMATE CHANGE

We have invested in upgrades to significantly improve the efficiency of the Ubungo power plant. This has resulted in higher power capacity with lower carbon intensity and operating costs.

In 2020, the plant demonstrated an improvement of 2-3% in the average heat rate, which means we are using less gas to generate our power. This improved efficiency has been enabled by major investments in 2019, including upgrades to three of our gas turbines and the installation of a system that reuses wastewater from cooling to generate 8 MW of extra power without using additional gas.

Our total greenhouse gas footprint in Tanzania was 738,337 tonnes of CO₂-equivalent (CO₂e) and the carbon intensity of our power production was 603 tonnes of CO₂-equivalent (CO₂e) per GWh produced in 2020.

MANAGING ENVIRONMENTAL IMPACTS

Our environmental management system at the Ubungo plant is certified to ISO 14001. Employees are trained to identify and manage environmental risks to ensure we adhere to the high standards set out in Globelecq's robust common procedures.

Regular maintenance ensures our machines are tuned to optimise efficiency. We measure emissions – including nitrogen oxides, sulphur dioxides, particulates, carbon dioxide and carbon monoxide – to monitor and manage any impact on local air quality.

In 2020, we undertook remedial action following a leak of approximately 300 tonnes of natural gas from our pipeline in November 2019, when a seal failed during a scheduled valve replacement by expert contractors. The leak was reported to the National Environment Management Council and a full investigation was conducted by external experts in cooperation with relevant authorities.

We took immediate action to minimise environmental impact and manage safety risks before recommencing operations. Additional controls were also put in place prior to completing the planned

maintenance work in early 2021, following consultation with regulators and an audit of the contractor's site.

MINIMISING WASTE AND WATER USE

In 2020, Songas generated 29 tonnes of waste, 24% of which was recycled. This includes nine tonnes of hazardous waste, such as used oil, filters and oily rags from maintenance of machinery, and sludge from wastewater treatment. Recent upgrades have helped to reduce waste because filters do not need to be replaced as often on our gas turbines.

We aim to minimise water use and we recycle condensed water to increase power production. The Ubungo plant produced and recycled approximately 44,750m³ of condensate water from chilling condensers in 2020. We have obtained a permit to use the local municipal supply, which will help to improve operational efficiency by reducing issues caused by sediment in water previously obtained from the borehole on site. This, together with the upgrades to the gas turbines in 2019, has contributed to an overall increase in water use.

We also used a further 147,776m³ of water during the year. This was mainly abstracted from seawater to process gas on Songo Songo island before being treated and discharged back into the sea.



CELEBRATING WORLD ENVIRONMENT DAY

The theme for World Environment Day in June 2020 was 'Time for Nature'. We were not able to get employees together to celebrate the event this year due to Covid-19. As an alternative, Songas provided each employee with two mango seedlings to plant in their gardens and celebrate the day with their families.

PERFORMANCE SUMMARY

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

	2019	2020
POWERING DEVELOPMENT		
Operational power capacity (MW)	190	190
Average availability (%)⁶	93.2	95.7
Electricity generated (GWh)	1,514	1,224
Consumers reached by the electricity we produce⁷	–	7,049,044
Jobs indirectly supported through electricity generated⁸	133,600	104,440
HEALTH AND SAFETY		
Reportable incident rate⁹	0.42	0.49
Lost-time accidents	1	0
EMPLOYEES		
Number of employees	73	75
– Tanzanian nationals (%)	96	97
– Women (%)	15	19
Women in senior management (%)	– ¹⁰	29
Women in management (excluding senior management) (%)	– ¹⁰	10
Employee engagement (score out of 10)¹¹	7.6	7.2
COMMUNITIES		
Total spend on socio-economic development (SED) projects (TZS m)	1,096	924
Number of people reached by SED projects (estimated)	66,000	65,000
ENVIRONMENT		
Greenhouse gas emissions generated (tonnes CO₂e)	930,400	738,337
Greenhouse gas intensity (tonnes CO₂e/GWh)	615¹²	603
Water use (m³)	113,810	147,776
Total waste generated (tonnes)	95	29
– Hazardous waste generated (tonnes)	34	9

⁶ Equivalent availability factor, as defined by the Institute of Electrical and Electronics Engineers 762.

⁷ 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.

⁸ Estimated indirect employment enabled by businesses using electricity generated based on Joint Impact Model (used by CDC Group).

⁹ 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).

¹⁰ We have regraded positions so we cannot report a comparable figure for women in senior management or management in 2019.

¹¹ Year-on-year engagement score taken from surveys in September of each year. Interim survey results are provided on page 7.

¹² 2019 data has been updated to reflect improved data quality.

FIND OUT MORE

This report covers our sustainability activities and performance at our operations across Tanzania 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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