

# The Power of Many

2010 Sustainability Report



CONTOURGLOBAL®



# From the CEO



## *Welcome to our inaugural 2010 Sustainability Report.*

Our rapid growth over the past five years has occurred hand-in-hand with a commitment to sustainable development. From the very beginning of the Company we recognized that we were a development company with a development ethos. We realized the responsibility that comes with developing basic infrastructure in some of the world's poorest countries and have always been aware of the impact, both positive and negative, that is made by very large investments in challenging places. We have built ContourGlobal on the commitment to doing things right. We want our customers, our suppliers, our lenders and the countries in which we invest to say that we are a "good" company in every sense of that word and that they are glad to do business with us—that we are professional, that we integrate into and become part of the local community and that we care.

Our approach to sustainability and our business strategy is focused upon four key principles that are critical for an energy development and operating company with a primary emphasis on the emerging world—our environmental footprint, our tailored energy solutions, our people and our stakeholder engagement.

As an energy development company that uses multiple fuels including fossil fuels, we recognize that at some level the nature of what we do will have an adverse impact upon the environment.

We strive to minimize these impacts through careful planning and compliance with global environmental norms that codify best environmental practice. We also work hard to help our clients achieve their sustainability objectives by using our technology and know-how to substantially reduce the carbon footprint of their products by employing innovative technology such as high-efficiency power generation and the capture of carbon dioxide emissions. Even when we develop and operate facilities with carbon intensive fuels, we do so with an eye towards reducing the environmental impact by designing our operations so that they emit less carbon than if we were not the owners. Our combined heat and power plant in Kramatorsk, Ukraine is a good example of this. Even though we are burning coal in the station's boilers, our capital investment in the project ensured that we are burning it far more efficiently than previously—and because we have upgraded other parts of the plant we are producing more energy per unit of fuel burned than before.

We are committed to reducing the negative impact of our operations upon people—ours and those around us. The electric power generation business is inherently dangerous. We invest significant resources to produce our product safely and are dedicated to maintaining a safe workplace. We do so while striving to bring good employment opportunities to people in countries where stable employment is frequently scarce and the overall level of skills is low. This means we invest significantly in training to bring the skill level of our employees to that consistent with best practices globally. In Togo, for example, where we have installed one of the most modern tri-fuel power plants anywhere in the world, 89% of our workforce is Togolese.

When large investments come into poor countries with weakly institutionalized legal systems, the risk of corruption is high. We are fully committed to acting in accordance with the highest anti-corruption standards and have worked with outside experts and organizations to ensure that our policies, our training and—most importantly—our practices in the field distinguish us as best in class. From the Company's beginning we have been willing to lose business rather than engage in corrupt practices and we believe that by doing so we help improve

the countries where we operate.

We are extremely mindful that we become part of the local communities where we operate. As important as it is, we do not just want to improve the local community by providing reliable and affordable energy and a good source of employment, we also want to become an integral part of the local community, learn its needs and help provide resources to improve the daily lives of people. These community development and investment initiatives are led by the community—we are just the facilitators—and begin with our asking locally about the community's greatest needs and working with local stakeholders to provide capital and know-how to make immediate and direct impacts. This is why we are the very proud sponsor of two schools in Togo, an ice rink in Kramatorsk and a library in São Domingos—among other initiatives.

In addition to this report, 2010 is also our first year as a signatory to the UN Global Compact. Our accession to the Global Compact demonstrates our commitment to a shared set of global norms of good citizenship and provides us with the challenge and opportunity of consistently reporting our progress and failures against our commitment.

Going forward, we will report according to the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) and the feedback we receive from you and ContourGlobal people. We actively solicit and welcome your feedback to improve our performance and this report.

Please send to:  
[SustainabilityFeedback@ContourGlobal.com](mailto:SustainabilityFeedback@ContourGlobal.com)

A handwritten signature in black ink that reads "Joseph C. Brandt". The signature is written in a cursive, flowing style.



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# Overview



ContourGlobal’s mission is to bring new sources of electricity to underserved markets and offer a more reliable supply of electricity by using innovative technologies and developing new, tailored power supply applications. In doing so, we are committed to: a well-balanced environmental footprint focused on responsibly managing our environmental impacts and natural resources according to global best practices; providing a safe, healthy and challenging workplace for our people with the highest standards of ethical behavior; and fostering positive relationships with our stakeholders and local communities, promoting social responsibility activities that demonstrate our commitment to these communities. In all of our activities we seek to create lasting value based on our economic, social and environmental performance and this drives our business strategy, our investments and our operations.

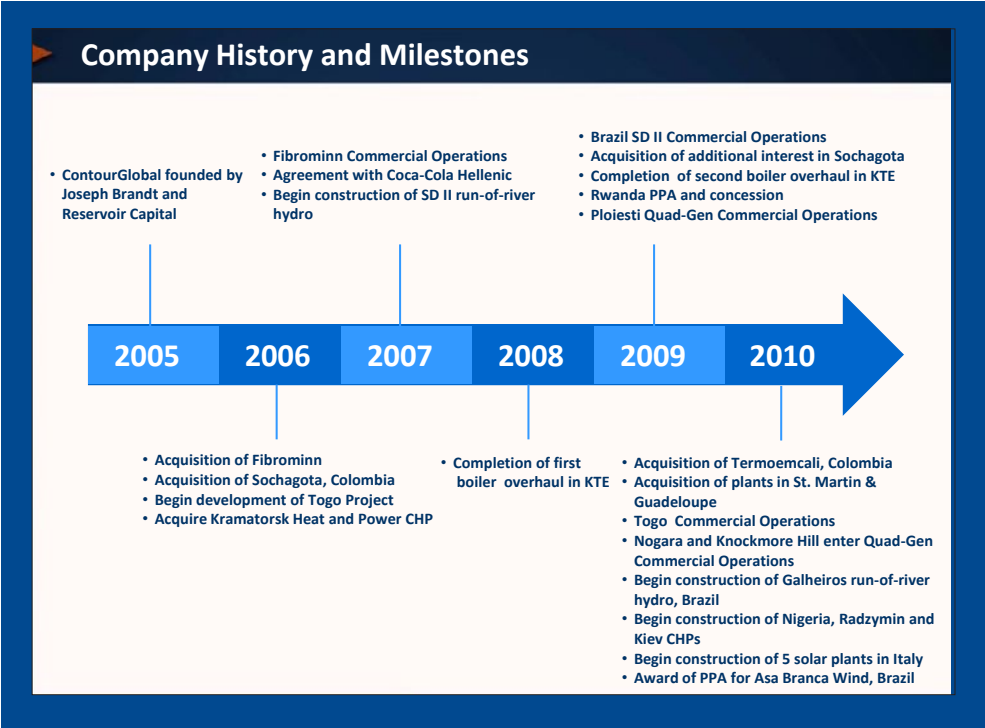
We believe that we play a vital role in solving some of society’s social and environmental challenges and that our strong commitment to the principles outlined above inspire our people to be more aware and engaged, resulting in innovative, long-term solutions for our planet.

We believe that by adhering to these principles globally, we will create lasting positive impacts and we invite and include all of our employees into our sustainability initiatives. From charitable donations in New York to building schools in Togo, we are socially responsible. From fauna rescue in Brazil to CO<sub>2</sub> capture in Romania, we are environmentally responsible. From compliance training in Togo to internal controls implementation in Ukraine, we are ethically responsible. Our commitment to these principles also extends beyond ContourGlobal to our suppliers and business partners. We believe we have a responsibility to our customers, suppliers, government authorities, regulatory bodies and communities to act sustainably. We are committed to regular engagement with our key stakeholders, both formal and informal, and seek to inform as well as to be informed. In return, we expect all of our business partners to adhere to our standards of ethical behavior.

- The cornerstones of our sustainability strategy include:*
- A Balanced Environmental Footprint:**
    - Energy Efficiency and Carbon Reduction
    - Waste and Water Efficiency
    - Environmental Monitoring
  - Tailored Energy Solutions:**
    - Reliability
    - Local Fuel Sources
    - Innovative Power Generation
  - Our People:**
    - Fair Hiring
    - Health and Safety
    - Employee Rights
    - Employee Training
    - Employee Development and Retention
    - Corporate Culture
  - Our Stakeholder Engagement:**
    - Social Responsibility
    - Local Community Engagement
    - Ethical Procurement
    - Transparency
- Our inaugural report provides an overview of our sustainability strategy and our accomplishments to date.



# About ContourGlobal



ContourGlobal is an electric power development and operating company.

We are primarily focused on two broad business lines:

- In high-growth markets, we develop and operate large, central power generating stations that supply power to the national electrical grid and customize and provide reliable solutions for multinational companies;
- In mature markets, we focus on innovative niche markets such as carbon capture Combined Heat and Power (CHP) and renewable energy. We partner with multinational companies to provide customized solutions that enhance energy efficiency and improve the environmental profile of our clients' production facilities.

We are "fuel agnostic" and tailor our energy solutions to our clients' needs. We try to capitalize on indigenous or regional fuel resources as this minimizes the cost of power produced. As a result, we operate a balanced portfolio of fuel types.

After just five years, we have a portfolio of twenty-one businesses on four continents. In production terms, we have over 1,800 MW of power generation capacity in operation or under construction and a near-term pipeline of 4,000 MW.

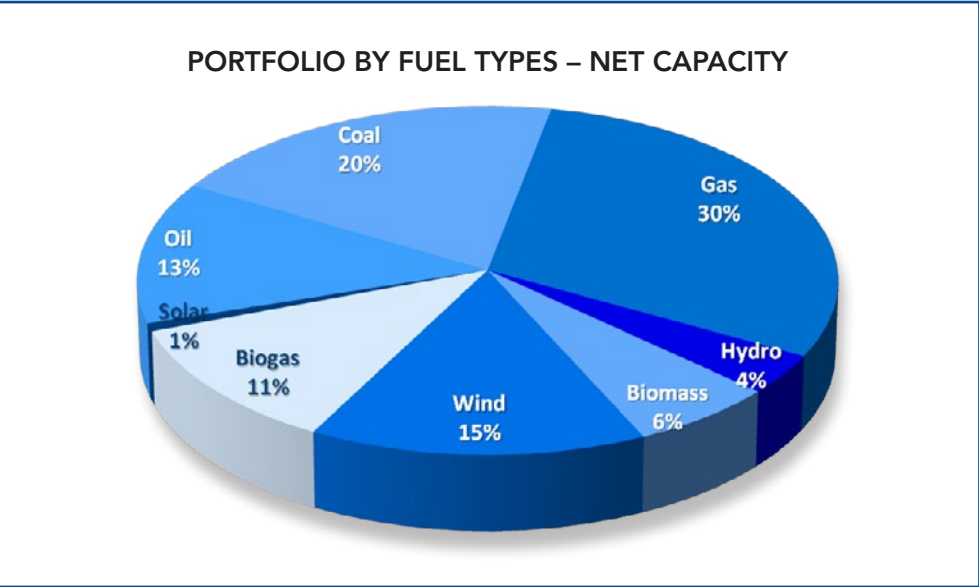
## Corporate Governance

Our five member Board of Directors governs the organization by establishing broad policies and objectives, ensuring availability of adequate financial resources and approving annual budgets and other company initiatives. ContourGlobal's Senior Management Committee is responsible for managing overall business performance, including implementation of strategic initiatives.

Sustainability is a critical priority for ContourGlobal and oversight of associated efforts is the responsibility of a dedicated Committee, the Social Responsibility and Environmental Sustainability (SRES) Committee led by an Executive Vice President who is also a member of the company's Senior Management Committee. The multi-disciplinary SRES Committee is comprised of nine members representing the organization's businesses.

In 2010, the Committee was tasked with designing and implementing a policy, developing procedures and implementing a management system. However, the primary responsibility for ensuring our organization acts in a sustainable way belongs to every ContourGlobal person—*The Power of Many*.

“ContourGlobal’s team always exhibits professionalism and outstanding leadership and execution skills.”  
—Natalie Hadad  
Colombia, Investments Analyst, Ashmore Management Company Colombia S.A.S.



# Sustainability Developments



In 2010, we reached several milestones demonstrating our commitment to our guiding principles, including the adoption of a global Social Responsibility & Environmental Sustainability Policy. This Policy was developed by a cross-functional, cross-regional committee and approved by our Board of Directors on September 30, 2010.

Another key milestone in 2010 was the implementation of a web-based Integrated Management System, allowing us to record and report our Social Responsibility and Environmental, Health & Safety and Quality Management activities. We track key Sustainability metrics in this system and use it to report incidents as well as social and environmental sustainability activities. We are also proud of our participation in the UN Global Compact (UNGC). As a participant, we have committed to adhere to the following Ten Principles:

1. Businesses should support and respect the protection of internationally proclaimed human rights
2. Make sure that they are not complicit in human rights abuses
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
4. The elimination of all forms of forced and compulsory labor

5. The effective abolition of child labor
6. The elimination of discrimination in respect of employment and occupation
7. Businesses should support a precautionary approach to environmental challenges
8. Undertake initiatives to promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies
10. Businesses should work against corruption in all its forms, including extortion and bribery





# Sustainability Sponsors

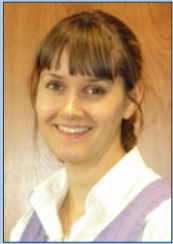
## Why do you believe Sustainability is Important?

*In 2010, we chartered a team of Sustainability Sponsors to help us promote and report on all sustainability activities within our global business. Each business within ContourGlobal identified a Sustainability Sponsor, someone physically located at a plant site or in an office, and tasked with leading and reporting on community, philanthropic and environmental activities for his or her respective location. While very diverse in their backgrounds and experiences, the Sustainability Sponsors share a common vision for ContourGlobal when it comes to sustainability.*



**FERNANDO BARRERA**  
*Cali, Colombia*  
Commercial and Environmental Manager

We must ensure a sustainable environment and a sustainable society for ourselves and for future generations. There are social, environmental, and economic consequences for those who don't pay attention to sustainability. A company working in a community with problems, is a company with no long-term viability. We also cannot use renewable resources faster than we consume them, and we cannot pollute at a higher rate than what we recycle.



**EMMA RIDLEY**  
*Newcastle, England*  
Project Assistant

Sustainability is important as we have a finite amount of resources such as fresh water and fossil fuels. It is important that we take into consideration both the long term and short term impacts of our consumption. We also need to consider how increased local economic activity will affect the local community such as the creation of new jobs and increasingly the use of local amenities will help increase the standard of living for those in the community during the construction and operation of a plant.



**JARMO GUMMERUS**  
*Kigali, Rwanda*  
Country Manager

Companies that care about sustainability are responsible for the long term development of the company, caring for the environment and for the well-being of people working for the company, and the society where they are operating.



**JOHN MEEK**  
*Newcastle, England*  
Mechanical Engineer

A company that cares about sustainability has a robust ethical policy at its core. Sustainable companies actively encourage innovative thinking and they embody sustainability within their mission statement. Companies that care do not merely get involved because it is perceived as being necessary to meet some constraint or legal obligation, but they actually recognise the need for, and implement the resources and measures that address and mitigate against negative unsustainable practices.



**FRANCESCO MESSINA**  
*Nogara, Italy*  
Plant Manager

On this topic, I think that the main features of these companies are those that consider development not only in terms of the economics, but also think about the consequences that this might have on the "natural systems," and studying those kind of situations before taking action. It is very important to look at the impacts on resources and the environment, and the balance between all of them.



**YANN BEUTLER**  
*Lomé, Togo*  
General Manager

Sustainability is the capacity to endure. For humans, sustainability is the potential for long-term maintenance of well being which has environmental, economic, and social dimensions.



**ALESSANDRA MARINHEIRO**  
*São Paulo, Brazil*  
Vice President Business Development

For companies to establish an enduring business, relationships with their stakeholders need to be built with the values of transparency, integrity and fairness. Companies that make decisions and take actions based on a sustainability concept perform better because they obtain support for the development and operations activities by gaining approval from the communities in which they operate. They keep their employees motivated and deliver better results to their shareholders.



**GORDON WEALE**  
*Knockmore Hill, Northern Ireland*  
Plant Manager

From a moral and sound commercial perspective, I believe any responsible business should conduct itself in a way which provides benefit to the local and broader communities whilst minimizing its impact on the environment. This in turn will support a longer term future for the business and for their customers.



**SVETLANA OSTAPACHUK**  
*Kiev, Ukraine*  
Procurement and Contract Administration Manager

Our company conducts its activities in full compliance with the local and international laws and regulations, cares for employees by creating safe working conditions and invests in developing and training our personnel. We work to reduce our carbon emissions and implement energy efficient projects. We also implement a wide variety of community and social projects, and employ local contractors and suppliers thereby giving positive effects to local economies.



**JOAO VIDAL**  
*São Paulo, Brazil*  
Environmental Manager

ContourGlobal cares about the development of our operations in harmony with the environment, in the rational use of natural resources and compensation or mitigation of its impacts, ensuring integration between the economic development of the company and protecting the environment. We also promote good neighborly relations with communities in areas of influence of our operations and give support to local development within the community.



**SARAH FLANIGAN**  
*New York, United States*  
Executive VP HR and Global Sustainability Leader

We have taken the approach that every member of the organization plays a role in sustainability and we expect active engagement from our sites and offices. The scope of activities range from assessing environmental impacts of our projects, operating our plants according to "best practices" and leading social responsibility projects in the communities where we do business. We prioritize transparency over the bottom line and seek to ensure our people and our stakeholders are treated fairly at all times.

## What are the main features of a company that cares about Sustainability?

## How does ContourGlobal contribute to Sustainability?



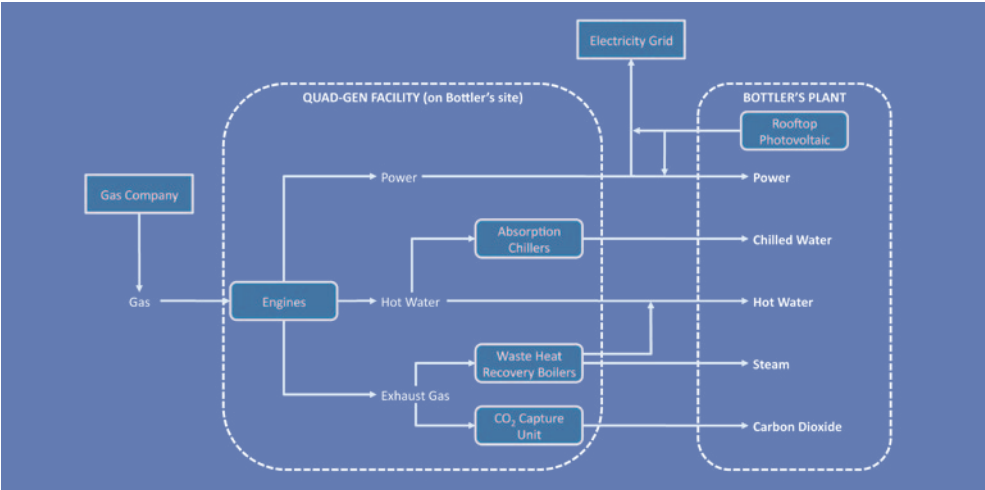
# A Balanced Environmental Footprint

*All energy businesses face difficult environmental challenges because although they provide a fundamental service, they do so in a way that impacts the environment. We believe that we have a well-balanced environmental footprint with a sustainable focus. While we are not a renewables company, we believe that the ContourGlobal portfolio of businesses makes an important contribution to environmental sustainability by improving energy, waste and water efficiencies and reducing carbon emissions. By setting environmental targets and monitoring our compliance against these targets, we are able to have a more positive environmental impact.*

## Energy Efficiency and Carbon Reduction

A well-balanced environmental footprint means operating our power plants efficiently and lowering the carbon emissions of our clients. Our Europe-based ContourGlobal Solutions business is dedicated to doing just that. By partnering with consumer products clients, we simultaneously lower the clients' energy cost, increase the quality and reliability of the energy supplied, and substantially improve the environmental profile of the clients' energy use. Our Quad-Gen solution employs reciprocating gas engines to provide electricity and then captures what would otherwise be wasted heat from the engines to create steam and hot water (co-gen). From there, the hot water is further employed in absorption chillers to create chilled water (tri-gen) and from the engine exhaust gas normally emitted to the atmosphere, we capture and clean 95% of the CO<sub>2</sub> for use in the bottling process (quad-gen).

Quad-Gen facilities are located at the point of use, making reliability much higher and eliminating the waste and losses that could occur during the transmission and distribution of electricity. For the system as a whole, efficiency is improved because losses are eliminated and more efficient generation on site replaces the need to build more inefficient generation away from the point of use. ContourGlobal Solutions is a prime example of how our innovative solutions for businesses can have a positive impact on the environment. We have three sites where we have demonstrated efficiencies of over 80% (as compared to a standard power plant with an efficiency of 40-50%), resulting in a significant reduction in the CO<sub>2</sub> produced and this is in addition to the benefits of using that CO<sub>2</sub> in the bottling process described above. Our sites in Romania,



Northern Ireland and Italy are just the start. We have similar projects under construction in Poland, Ukraine and Nigeria and additional projects in advanced development elsewhere in Europe and Africa. ContourGlobal's solar business in Italy with 11 MW of capacity is another example of our commitment to environmental sustainability. Our roof-top and ground-mounted solar business produces emission-free energy, helping to reduce the dependency on fossil fuel resources. The photovoltaic panels, installed on large industrial roofs, use flexible thin-film

solar modules and high-efficiency inverters to optimize energy yield and area usage. Similarly, our ground-mounted solar project also provides a sustainable energy solution. Asa Branca, our 150 MW capacity wind project to be constructed in Rio Grande do Norte state in Brazil, captures the power of wind and converts it to electrical energy. Our wind farm, with 100 individual turbines, will feed electricity into the distribution grid of a region without using fossil fuel resources. The project is one of the newest additions to our rapidly expanding renewable energy portfolio.

*“ContourGlobal has proven to be an important asset for the realization of OPIC’s clean energy goals. The projects OPIC has undertaken with ContourGlobal—in emerging markets such as Nigeria and Eastern Europe—are generating power and recovering large percentages of carbon dioxide, improving the energy efficiency of their facilities. OPIC has calculated net CO<sub>2</sub> reduction across all ContourGlobal Solutions facilities supported by OPIC at more than 200,000 tons per year—a clean energy outcome that OPIC is proud of.”*  
— OPIC President and CEO, Elizabeth Littlefield

## Waste and Water Efficiency

Our Fibrominn business is a 55 MW poultry waste-fired power plant in Benson, Minnesota, currently our only operating facility in the U.S. Like other projects in the ContourGlobal portfolio, the concept for this business came about because there was a need for additional power generation capacity in the region. However, any new facilities were required to meet stringent environmental regulations. At the same time, turkey growers in Minnesota, the largest turkey producer in the U.S., were faced with the need to dispose of more than 2 million tons of poultry litter but lacked a large-scale process to accomplish this.

The Fibrominn business provided a sustainable solution for the excess waste and the need for capacity—a steam-driven turbine generator where steam is generated by a conventional single drum boiler burning 700,000 tons of biomass annually. The result is an environmentally friendly power station with inexpensive fuel and the ability to sell the ash residue as high-quality fertilizer.

ContourGlobal São Domingos II is a 24 MW hydroelectric project in São Domingos, Brazil, located in the Northeast region of Goiás state. Hydroelectric projects by definition are energy efficient and reduce carbon but our plant has the added benefit of being a run-of-river hydro project that also efficiently uses the water supply. Smaller run-of-river projects with fast-moving streams do not rely on large reservoirs and hence do not require substantial and destructive flooding of the land around the upper part of the river. As a result, the impact on people living at or near the river and on natural habitats and productive farmlands is limited.

The facility not only complies with all Brazilian environmental laws and regulations but also complies with the requirements of the Kyoto Protocol as a Clean Development Mechanism (“CDM”) project. Because our São Domingos II project reduces the amount of carbon emissions in Brazil’s energy matrix, we receive carbon credits that can be sold and traded on the carbon trading markets.

We have now broken ground on another similar run-of-river hydroelectric project at Galheiros, located in the same region as São Domingos II. The proximity of the location of this project gives us the added benefit of utilizing the transmission system constructed for São Domingos II.



## Environmental Monitoring

Environmental sustainability is a process and requires ongoing monitoring. Our businesses, sites and our offices have identified metrics to report on to ensure compliance with applicable environmental laws and regulations. More importantly, these metrics provide goals and benchmarks to assist each business in remaining continuously focused on its environmental impact. By tracking and reporting measurable data, we are able to measure our sustainability progress. For example, the São Domingos plant has

implemented quarterly environmental monitoring programs to assess our impact on water quality, flora, fauna, insect, fish and carbon. Our fauna monitoring program revealed that during the project’s construction phase we rescued and saved: 25 species of amphibians and reptiles, 4 species of small mammals, 4 species of medium-large mammals, 13 species of birds, and 12 species of bats. During operations, our monitoring program records animals entering the plant area and documents our efforts to return these creatures to their habitats. This allows us to be proactive in finding solutions to prevent possible danger to animals.



# A Balanced Environmental Footprint



At the São Domingos site we also carefully monitor our water quality to ensure that our power generation activities do not disrupt the water quality of the river. Additionally, we have implemented a program to monitor the impact on native flora and deforestation. Although we are environmentally compliant, our monitoring identified areas where we could improve upon our current practices. In 2011, we will begin a tree planting initiative as well as a conservation project for the local river and springs. These projects will help prevent any future erosion of the area and is a positive outcome to our monitoring efforts.

As we construct our Galheiros project, we are carefully monitoring our impact on archeological ruins in the region. Here, we identified eight archeological sites, including the discovery of ancient stone tools and evidence of human life from thousands of years ago. Working with an archeologist from Zanettini Arqueologia, we were able to preserve and share our findings with the archeological agency and educational institutions.

At our Quad-Gen plants, we monitor our water discharge and have created some innovative water treatment solutions.

For example, rather than discharge our water to a drain, we pass it through an effluent treatment plant, polishing it again through reverse osmosis equipment and filters. This enables us to reuse the water in our cooling processes, allowing water to be evaporated, resulting in a reduction in overall use of our natural resources. Further, we are able to take the client's waste water and reuse it in the same processes, reducing discharge quantity as well.

Environmental and other monitoring has not only prompted us to do some "outside the box" thinking but it also provides us with information that allows us to give appropriate recognition to those deserving it. When our client, Coca-Cola Hellenic Bottling Company ("CCHBC") was named as a finalist at the 12<sup>th</sup> annual Platts Energy Industry Awards due to its innovative Quad-Gen CHP program, our Solutions business was recognized for its contribution to CCHBC's effort.

Our other accomplishments within ContourGlobal are not always as notable but are equally deserving of recognition. Our Termoemcali plant manages its solid waste production to aggressive targets and efficiently uses the well water it consumes. Our offices actively recycle and have significantly reduced their use of plastic and paper products. We also use energy efficient appliances and turn off lights and computer equipment when it is not being used. These are just a few examples of how the outstanding efforts of our employees contribute to sustainability every day.



# Tailored Energy Solutions



*We believe that in order to create sustainable value in our business model we need to maximize the use of available resources through creative and innovative ways. By doing this and executing and operating well, we can bring new sources of electricity to under-served markets in a cost-effective, affordable way. We can also better meet the electricity needs of mature markets by improving reliability.*

## Reliability

We believe that reliability is critical to the sustainable supply of electricity. In Colombia, our Termoemcali plant is designed to provide electricity in "peak" situations using natural gas fired combined cycle equipment. The facility is rated one of the three best plants in Colombia in terms of fuel efficiency and plant reliability, and meets the unique demand of the country when

hydrological conditions are poor. Our other plant in Colombia, the Sochagota facility, also provides a reliable source of electricity using advanced coal-fired technology. Sochagota offers valuable fuel diversity to the hydro dominated region, another example of reliable energy supply.

Our plants on the French Caribbean islands of Guadeloupe and Saint Martin are also essential to the day-to-day life of islanders and provide 9% and 25%, respectively, of the annual electricity demand. Additionally, shortly after our acquisition of the business in Guadeloupe, we began to install equipment to ensure compliance with environmental regulations regarding NOx emissions limits.

## Innovative Generation

Building a sustainable business requires a creative approach to problems. In the case of Kramatorskeploenergo, a 150 MW combined heat and power plant located in Eastern Ukraine, the business was struggling to survive in 2006 plagued by inefficient and failing equipment. ContourGlobal saw an opportunity to change this. Partnering with the City of Kramatorsk and undertaking a major refurbishment of the plant's equipment in 2007 and 2008, the business is now able to use a variety of fuel sources in a more efficient manner and the plant now reliably supplies heat and hot water to more than 60% of the city's residents and more than 600 local businesses.

In Nigeria, we also faced a similar challenge when asked to provide an energy solution

for a client. We provided a way to improve energy efficiency using traditional cogeneration technology in the client's production process. The result is a brownfield conversion project, utilizing existing gas engines and recovering heat from the engine exhaust to use in the cogeneration process, i.e., the use of a power station to simultaneously generate both electricity and useful heat. In Ikeja, Apapa and Benin we will provide more robust and flexible electrical distribution and a more efficient method of producing steam using cogeneration technology.

Togo is a vibrant developing country with a growing demand for electricity and our business in the country is another example of reliable, innovative and sustainable electricity generation provided to a country that has never been assured of affordable electric power. ContourGlobal Togo is a 100 MW tri-fuel power generation project in the capital city, Lomé. Our plant not only provides the country with a substantial source of reliable, competitively priced power for its generation portfolio, but also does so in a way that provides fuel flexibility and the ability to optimize among available fuel resources, including natural gas from Nigeria through the West Africa Gas Pipeline.

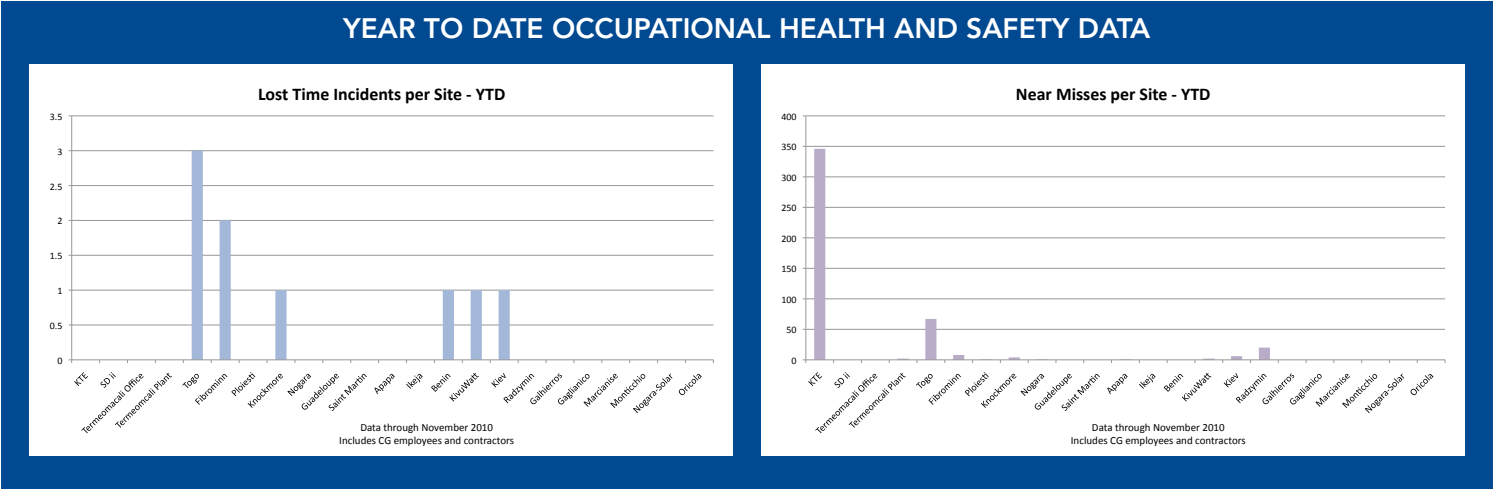
By incorporating fuel flexibility, i.e., the ability to use natural gas, diesel, or even heavy fuel oil, into the project we were able to assure Togo of a reliable supply of electricity even when the natural gas of the West Africa Gas Pipeline was unavailable. When natural gas flows through the pipeline, we are capable of generating electricity using the cleanest of the fossil fuels.

Our project development reflects our company's commitment to the environment. In Togo, the location of our power plant was proposed by the Government but when we conducted our initial studies, we found that the previous owners had contaminated the site. Rather than reject the site for a new one, we decided to make the site better and performed extensive remediation of the polluted soil. The contaminated soil was first collected and separated from the other areas of the site. We then treated the soil and stored it in a flexible, hermetically sealed envelope (liner) to ensure pollutants could not be released into the ground or the air. We continue to collect and treat waste water and oily water through specifically designed equipment and processes and all of our environmental efforts and mitigation strategies are fully compliant with World Bank standards.



# Our People

*The health and safety of our people, and the people in the communities where we operate, is the highest priority of our organization.*



*Our workforce is our most valuable asset, and a constructive relationship between employees and senior management is a key ingredient to the success of our enterprise.*





*“Compliance with safety regulations was one of the main pre-conditions to signing the EPC contract between ContourGlobal and UTEM. Before starting construction, ContourGlobal requires the adoption of specific safety programs and activities to ensure safe working conditions at all stages of execution.”*

—Ruslan Svintsitskiy, Ukraine  
Deputy to the Chairman of the Board,  
Marketing Director, company UTEM



**Fair Hiring and Employee Rights**

Fair hiring starts with the recruiting and hiring process, where we make hiring decisions based on suitability for the role, not on the basis of personal characteristics.

From the Company's inception in 2005, we have grown from three employees to 150 employees in eight offices and 750 people in our operating companies.

Through constructive and respectful employment relationships, and by treating

our employees fairly and providing them with safe and healthy working conditions, we create tangible benefits, such as enhancement of the efficiency and productivity of our operations. At all of our sites and offices we promote fair treatment of all of our people and insist upon non-discrimination and equal opportunity for all of our people. We also comply with local labor and employment laws.

Our human resources policies provide employees with information regarding their rights under local labor and employment law, including their rights related to wages and benefits. Our employees

undergo an on-boarding process where they learn about the company and our employment practices and we provide a grievance mechanism for workers to raise workplace concerns.

We will not employ children below the age of 18 years and we do not employ forced labor. This includes any work or service that is not voluntarily performed or that is exacted from an individual under threat of force or penalty. We also inquire about and address any child labor and forced labor issues to the third parties with whom we do business.

## Health and Safety

ContourGlobal recognizes that the proper pursuit of economic growth through employment creation and income generation requires us to protect the basic rights of workers including their health and safety. The health and safety of our people, and the people in the communities where we operate, is the highest priority of the entire organization. We have a global approach to health and safety that reflects our commitment to have a common, high level set of standards everywhere in order to ensure that “everyone goes home safe, every day, everywhere.”

As an industrial company, we operate in an industry with constant hazards from heavy, moving machinery, high pressure and temperatures and toxic substances. Therefore, health and safety is always in the forefront of our minds, all the time.

In 2008 we built upon our existing health and safety program to add enhancements that

will further these objectives. Our Director of Health and Safety is dedicated to leading this critical effort and in 2010 formed a Health and Safety Committee to ensure we provide a safe and healthy working environment.

We record safety incidents electronically, allowing real-time reporting and real-time responses. Additionally, we speak openly about near miss incidents to foster awareness and continuous learning. For example, when our Togo project was under construction and we had a serious near-miss incident, this was not only discussed at the plant level but throughout the Company through a global report on the incident translated into nine languages to reinforce the importance of precautionary safety measures associated with excavation activity and the risk of coming into contact with buried services.

Our employees receive periodic alerts on a variety of health and safety related topics, also translated into nine languages.

We highlight all safety activities, good and bad, in our Company newsletter each month.

We do not just talk about safety—we act on our principles. At each site, we have reviewed our safety induction protocol and implemented a standardized safety brochure for visitors. Our senior executives regularly conduct a safety walk-through at each location including offices. We have conducted safety audits and we have, unfortunately, taken disciplinary action against employees who have violated our health and safety procedures.

We have adopted a consistent methodology for hazard analysis and mitigate risks consistently across the organization. We have also adopted a Performance Praise Program designed to establish and maintain a continuously improving safety culture by using a balanced scorecard approach. We are very proud of what our people have accomplished, but will continue to search for improvements in this critical area.





# Our People

## Training, Development and Retention

We are committed to operating and maintaining all of our businesses in a safe, efficient and environmentally responsible way, and to do this we must have well-trained employees. Throughout 2010, we initiated and completed several training initiatives for our employees across all businesses and functions.

When undertaking training, we not only consider our business needs but also the legal requirements where we operate. We seek to provide a comprehensive training experience rather than a collection of individual courses and we validate the learning process. We recognize that in many of the countries where we operate, we are one of the largest employers requiring special skills and know-how. At our Solutions plants in Romania, Northern Ireland and Italy, our employees were trained in a classroom environment, in real-world situations and at their own sites during the commissioning process. The courses covered specific plant equipment as well as principles of working with high-voltage equipment and what to do in case of fire or other emergencies.

In Ukraine, we partnered with a local training center to deliver an extensive 30-day training program for our newly hired operators. Following the program, our employees spent a week at an existing

operating site to see conceptual learning put into practice. The group even visited a milk processing plant in the Ukraine to better understand how to work in an environment where food-grade manufacturing standards must be maintained.

In Togo, a similar training program was developed and executed. Our mechanical technicians and electricians underwent a three-month training program that involved coursework at La Compagnie Energie Electrique du Togo where they saw firsthand how power generation facilities are operated. The students also attended training programs at the Centre de Formation Professionnelle et de Perfectionnement D'Abomey-Calavi, Communaute Electrique du Benin or Societe d'Electricite et de l'Eau du Gabon. Through this experience, our people are not only well-trained to work at our facility but understand fully what we mean when we say we are a global company.

The training in Ukraine and Togo illustrates the value of partnering with established entities in the local country. Working with various local organizations, our employees have established strong relationships with experts in industry and local institutions and we are able to hire and train people to the highest level of proficiency. We are now replicating these creative training plans in Rwanda.

In Brazil, our training went beyond technical power plant operations. A hydro power station has a significant impact on

the environment and we need our entire operations team to fully understand this impact. We designed a program for our operators to learn in detail the importance of environmental issues, unique considerations of waste storage, conservation and water quality, and managing poisonous animals.

Assessment of our people does not stop with training. We also conduct a progressive performance appraisal process designed to highlight our top performers and identify the people in need of additional support. Our program includes a strong succession plan that guides us in recognizing leadership and innovation.

## Culture

Our culture is a key factor to our success. We are well-trained professionals but entrepreneurs at heart. We are creative and have the freedom to explore new ideas and opportunities while at the same time exercising business discipline. We are very global—we travel, we relocate and we do not have geographical boundaries—yet at the same time we are a close-knit group.

We share our culture internally through our monthly newsletter that is distributed globally in all of our languages, anniversary gifts, celebratory events and shared meals. We also communicate our culture externally through our website, press releases and our community engagement.



*“ We have worked with ContourGlobal in seven different European countries and we have seen deep engagement by ContourGlobal in the areas of health and safety, ethics, values and environmental emissions reduction. ContourGlobal is making a significant long-term investment in environmentally friendly technologies based on sustainability values. ”*  
—Alex Pavlov  
GE Energy Department,  
Jenbacher Gas Engines  
Central Asia Area  
Sales Leader

# Our Stakeholder Engagement

*We believe in active engagement in the communities where we operate. Our engagement is both formal and informal and our activities range from education and training to economic empowerment and environmental programs.*

## Social Responsibility and Community Engagement

We expect every plant site and office to be involved in social and environmental activities and each location chooses the projects in which they will participate.

In 2010, our many community programs centered on education, including construction of schools in Togo and environmental learning, literacy programs and equipment donations in Brazil. In addition to funding and overseeing the construction of a four-classroom school in Kagome, Togo, and starting a second in Nagbeni, we continue to support the student population of nearly four hundred by donating time and supplies to the school. At our site in São Domingos we regularly host local schools for site tours, give lectures, provide materials to students and sponsor writing contests for school children. Additionally, we provide a literacy program for people in the community and donated a computer lab, reading center and playroom for the public library, including 11 computers with high-speed internet access, 200 books, educational toys and air conditioning. “We are really excited about this project, and we are very impressed by how we can have a large impact in our community with a small contribution,” says Juan Pablo Gómez, Program Sponsor and Executive Vice President of Business Development at ContourGlobal.

We also think it is important to help others help themselves. In Ukraine, we have done this by constructing a public ice skating rink for the residents of Kramatorsk and neighboring cities of Konstantinovka, Slavyansk, Druzhkovka, and Artemovsk. The region lacked modern sports facilities and the new venue will provide social development for the region in addition to becoming a revenue generating operation for the City of Kramatorsk.



*“ For the first time in the city’s history there will be a city skating rink, KramGlobalArena. Thanks to ContourGlobal, children and adults will have an opportunity to improve their health and young people will have an opportunity to participate in sports such as hockey and figure skating. ”*  
—Stanislav Zakharov  
Ukraine, Kramatorsk City Council  
Deputy of the Mayor





# Our Stakeholder Engagement

In Colombia, our Termoemcali business partnered with the Codesarrollo Foundation, to implement a pilot project involving chicken farms. Local families are supplied with everything required to start a chicken farm, including storage, supplies, feed and the chickens, so that they can begin a commercial business that has a sustainable future. Our team in Cali also supports a program working with social workers, artists and psychologists to deliver confidence-building skills to the impoverished youth in the region.

Similarly, our Togo project team was faced with the dilemma of what to do with local businesses when the new plant site displaced them. Rather than to relocate and compensate—the “obvious” solution—the team found a way to improve the quality of life for the displaced business owners. Instead of just moving a few of the vendors that would be affected by our construction, we built a new market, or “Apatam” for Kanyikopé Market in the Lomé-Kagomé area near our power station. The new market structure has roofing that shields traders from the sun and rain and was also built on concrete, reducing the likelihood of food products being contaminated with dust. This project afforded the vendors the opportunity to stay in a market setting rather than being isolated from the others and also improved the community’s ability to conduct business through all types of weather – a particularly good outcome for the region’s rainy season.

We also stay involved in our communities in a variety of other ways that include philan-

## World Environment Day June 5, 2010

Many Species. One Planet. One Future.



Photography by Antonio Briceno

Sponsored by



www.ContourGlobal.com

### ContourGlobal supports “Millions of Pieces: Only One Puzzle” art installation, helping connect the stories of Rwandans to the larger puzzle of humanity

FOR WORKS Visit the exhibition at <http://www.artworksforchange.org/Rwanda/>

thropic activities. For example, ContourGlobal sponsored an exhibition for World Environment Day. This year’s event took place in Kigali, Rwanda and was sponsored by the United Nations Environment Programme (UNEP). The theme for the exhibition was “Many Species. One Planet. One Future” and we sponsored an art exhibit produced by Art Works for Change, a non-profit group focused on using art to address social and environmental issues. Our exhibit featured the photography of Antonio Briceno and consisted of ten diptychs, pairing the stories of Rwandan individuals with the land upon which they rely for their

sustenance and well-being. Our sponsorship was an opportunity to demonstrate our connection to Rwanda and our understanding of the valuable resources of the country as well as our support for UNEP.

We play an important role in all communities where we are present, not only from a social responsibility perspective but also as members of the community. We believe we owe it to those around us to be forthcoming about any potential risks and impacts from our project activities. We do this in both formal and informal ways, from meetings with governments and municipalities to town hall meetings.



## Ethical Procurement

Our supplier relationships play a vital role in our sustainability approach and we source our materials from companies with strong management processes and a focus on ethical behavior. Our standardized selection criteria include a confidentiality agreement and prequalification questionnaire that assesses human rights and labor practice risks. Our suppliers are then selected based on the following criteria:

- Acceptable past experience/performance,
- Proven financial stability (financially sound, competitive pricing, internal cost systems, term, etc.),
- Interest in bidding and availability of resources,
- Export compliance,
- Health, Safety and Environment record,
- Technical and Service support capabilities,
- Customer references,
- Approach to performance and quality,
- Electronic commerce capabilities.

Before contracting with a vendor, we conduct due diligence using external sources to do background checks (including blacklist reports and anti-bribery checks) and assess financial standing.

## Transparency

We are thoroughly committed to operating our businesses responsibly and in accordance with all laws and regulations. Given that many of the countries where we operate score poorly on transparency scores and other indexes of corruption, we pay particular attention to anti-corruption activities and training. We believe that it is better to do business well in “tough” places and thereby improve the overall business climate than to avoid such places and in doing so perpetuate the absence of critically needed infrastructure in underdeveloped parts of the world. Our Board of Directors has adopted a comprehensive compliance program to ensure we carry out this commitment. Our Anti-Corrupt Practices Policy is designed to meet the needs of a fast-growing organization operating globally. We are proud of this policy. It is succinct, easy to read and applies to all members of the organization. We translate our policy into nine of the languages spoken at ContourGlobal and require our employees to read and acknowledge their commitment to the policy annually.



Additionally, employees are trained on the key elements of our policy in partnership with TRACE International, a non-profit membership association. We review our policy regularly and are always seeking to improve our efforts in this critical initiative.

We have also adopted a Code of Conduct that sets out guidelines for the way we work and how we behave. Our Code of Conduct is incorporated into our employee handbooks that are adopted in each country where we operate and complies with the laws of those jurisdictions. Our Code contains guidance in a number of areas, including:

- Conflicts of Interest,
- Corporate Opportunities,
- Competition and Fair Dealing,
- Protection and Use of Company Assets,

- Gifts and Entertainment,
- Interactions with Government Representatives,
- Political Contributions and Activities,
- Company Records,
- Compliance with Laws and Regulations,
- Equal Employment Opportunity and Unlawful Harassment.

All employees are required to complete a certification to confirm their compliance with our Code and we have established easily accessible channels for our employees to voice ethics concerns. Any concerns are raised with our Compliance Committee, a subset of the Senior Management Committee, established to investigate compliance matters and take required action to ensure our compliance with our policies.



“ContourGlobal has contributed to sustainable development by acting ethically and responsibly and respecting the community where it operates.”

—Mr. Domingos Jacinto Oliveira Neto, Vice Mayor of São Domingos City and Mr. José Marcos da Silva Oliveira, Environment Secretary, Brazil



# 2010 Sustainability Activities

*Our sustainability activities are meaningful to both the communities that they serve and to our employees that dedicate their time to them. We are proud of our commitment to social responsibility and environmental sustainability and our programs and activities that support this commitment.*

## AFRICA

- Togo – Construction and ongoing support for Apatam (marketplace)
- Togo – Continued support for 4 new classrooms for the C.E.G (Kagome) School building
- Togo – Completed construction on the Nagbeni School building
- Togo – Potable water network extension funding
- KivuWatt – Planning for tree planting program to be introduced in connection with landscaping of power plant site (implement 2011-2012)
- KivuWatt – Prepared for improvement of landing site and market place for local market next to Marine Landing Site (implement 2011)
- KivuWatt – Planning for technical training institute to educate and hire 100+ locals for plant operations (implement 2011-2013)
- KivuWatt – Prepared for greenhouse and fish farming introduction and pilot project for local community in connection with RAP program (implement 2011)
- Environmental monitoring programs for emissions, insects, noise, waste, water and weather

## BRAZIL

- Galheiros – Environmental Education, Recovery of Degraded Areas, Deforestation Program, Flora Rescue Program, Venomous Animals Prevention Program, Camp Control Program, Support Planning for Basin River Committee
- Galheiros – Vocational Education Lecture
- Galheiros – Local Workforce Qualification Plan
- Galheiros – Archeological Program
- São Domingos – Monthly Fuel Donations for the Child Protection Agency of São Domingos
- São Domingos – Monthly Fuel Donations for the Military Police of São Domingos
- São Domingos – Environmental Control of Sanitary Flow, Recovery of Degraded Areas
- São Domingos – Built library with computer room (donation of computers, books, furniture, air conditioner, door, stair access)
- São Domingos – World Environment Week Tours, Lectures and Writing Contest with local schools
- São Paulo Office/São Domingos – Christmas Toy Campaign
- Environmental monitoring programs for carbon credits, emissions, flora, fauna, fish, insects, noise, sediments, waste and water

## COLOMBIA

- Termoemcali – Financial and employee support to PILES, a community located close to the plant site through CODESARROLLO Foundation. Implementation of self-sustaining programs such the first pilot program for laying hens (10 of the 116 families are involved in the project, this represents 8.6% of this population).
- Termoemcali – Financial and employee support to PILES, a community located close to the plant site through a social worker, who works with an interdisciplinary group of psychologists, teachers of arts that are focused on activities for personal self growth, substance abuse prevention for children and adolescents in the local community. Also, work in family counseling and regular medical campaigns.
- Termoemcali – Solid waste and hazardous waste recycling
- Sochagota – Educational programs for schools, libraries, literacy, building community centers
- Environmental monitoring programs for emissions, noise, sediments, waste, water and weather

## ENGLAND

- Donations to Sports Relief, National Charity Day
- Christmas Present Appeal – Donations to the Newcastle Salvation Army
- Transition from paper cups to glass, and from bottled water to water cooler
- Ink cartridge recycling – sent to Action for Sick Children for credited donations
- Paper recycling program

## ITALY

- Neutralization and/or recycling of materials by specialized companies
- Environmental monitoring programs for emissions and water

## NORTHERN IRELAND

- Donation to Northern Ireland Children’s Hospice
- Monitoring and analysis of stack emissions, noise, surface water, liquid waste
- Recycling of Chemical Containers – Ammonia water containers recycled to supplier
- Environmental monitoring programs for emissions, noise, waste and water

## POLAND

- Environmental monitoring programs for waste and water

## ROMANIA

- Neutralization and/or recycling of materials by specialized companies
- Environmental monitoring programs for waste and water

## UKRAINE

- Construction and opening of Kramatorsk Ice Rink
- Donation of a laptop and a mobile generator to the local Brovary Department of the Ministry for Emergency situations to help them in carrying out rescue operations during massive floods in Ukraine
- Environmental monitoring programs for emissions

## UNITED STATES

- Fibrominn – Donations to 4-H program, Benson Youth Baseball Association, Swift County Benson Hospital Auxiliary fund raiser, Annual sponsorship of the High School Girls Basketball Tournament, Donation to the Annual Benson Band Festival, and Benson “Kid Day” Parade
- Fibrominn – Donation to create a Benson 5<sup>th</sup> and 6<sup>th</sup> grade tackle football league
- Fibrominn – Thanksgiving Turkey Donations
- New York and Reston – Paper and plastic products reduction and recycling. Replacement with mugs, glasses and silverware to cut back on daily impact of waste
- New York – Food drive donations by employees, and matching by Company
- New York – Toys for Tots donations
- Reston – ENERNOC Initiatives/Carbon Footprint Reduction Effort/Energy Curtailment
- Environmental monitoring programs for emissions, sediment, waste, water and weather



# Looking Forward

*We have made significant progress towards integrating our four sustainability principles into every aspect of our business but we recognize that our commitment requires continued effort over the long term.*

In 2011, we will implement a Stakeholder Panel for critical perspective on our sustainable development efforts. We will strive for environmental excellence and a more robust environmental management plan for all operating businesses. We will continue to work to ensure we are providing sustainable products that meet the world's energy needs. We will encourage innovation and the highest standards of behavior from our people in all areas while providing a safe, healthy and challenging work environment. We will work to maintain healthy relationships with all of our stakeholders and engage proactively in the communities in which we are present.



*Sustainability comes  
from The Power of Many.*





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