



Delivering clean, reliable energy across Africa

2021 SUSTAINABILITY REPORT



About this report

This is Lekela Power's sixth annual sustainability report covering our global operations. It sets out our approach to sustainability, and how we deliver clean and reliable energy projects in Africa while meeting the highest environmental, social and governance standards. We discuss our activities during the 2021 calendar year, reflect on performance and outline our goals to achieve our aim of being Africa's leading renewable energy platform.

In 2021, the UN COP 26 summit in Glasgow saw global leadership come together to establish action plans to mitigate climate change. Many leaders committed to carbon reduction initiatives such as phasing out coal mining, as the net-zero agenda gained momentum. There was a significant increase in environmental, social and governance (ESG) investment across all industries, and social justice also became a prominent topic, as diversity and inclusivity were highlighted across the world. The COVID-19 pandemic persisted into 2021, and we had another year of remote working trends in line with the continued recovery efforts. We also saw developments in the world of tech which posed both opportunities and threats to digitised operations across sectors. We address many of the challenges and learnings of this changing landscape in this sustainability report in line with our work in the renewable energy industry in Africa.

Lekela is a signatory of the UN Global Compact and our 2021 Sustainability Report also serves as our Communication on Progress to the Compact. We are committed to advancing the Compact's Ten Principles – pursuing improvements in human rights, labour, the environment and anti-corruption.

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Overview of Lekela

Our mission to energise Africa's sustainable future

To ensure a sustainable future, Africans need access to clean, modern electricity to develop industries, build social institutions and support prosperity for all. Many nations around the world have committed to net zero emissions and carbon neutrality, pledging to end fossil fuel use in favour of cleaner power. This shows a clear need for alternative sources of energy generation globally. Lekela is focused on meeting this need across Africa. Our track record shows we can deliver clean energy at scale in Africa, with our operations now generating over 1,000 MW and a growing development pipeline. Each year we increase our capacity to transform ideas into reality and deliver green, reliable and affordable power, to a region that has an abundance of renewable energy resources and where power delivery is most crucial to support development.

UTILITIES WORLDWIDE
RANK #1
 out of 672
 UNDER THE SUSTAINALYTICS FRAMEWORK*



Lekela's 2021 performance highlights



21% reduction

in operational emissions during 2020*



Over 2.4m tonnes

CO₂ avoided



2,803 GWh

zero-carbon energy generated



33% increase

in generation capacity



55%

female participants in community initiatives



37%

female workforce

Over 95% workers were project country nationals



127 community investment initiatives

— across **6 communities** —



Over \$3.8m invested into community projects



Zero

serious environmental incidents



Zero

serious community grievances



Diversity and Inclusion

company working group established

* 2021 operational carbon footprint data not yet available

Operating across Africa

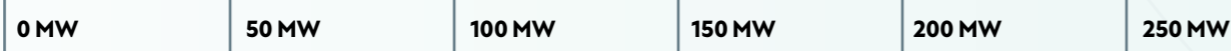
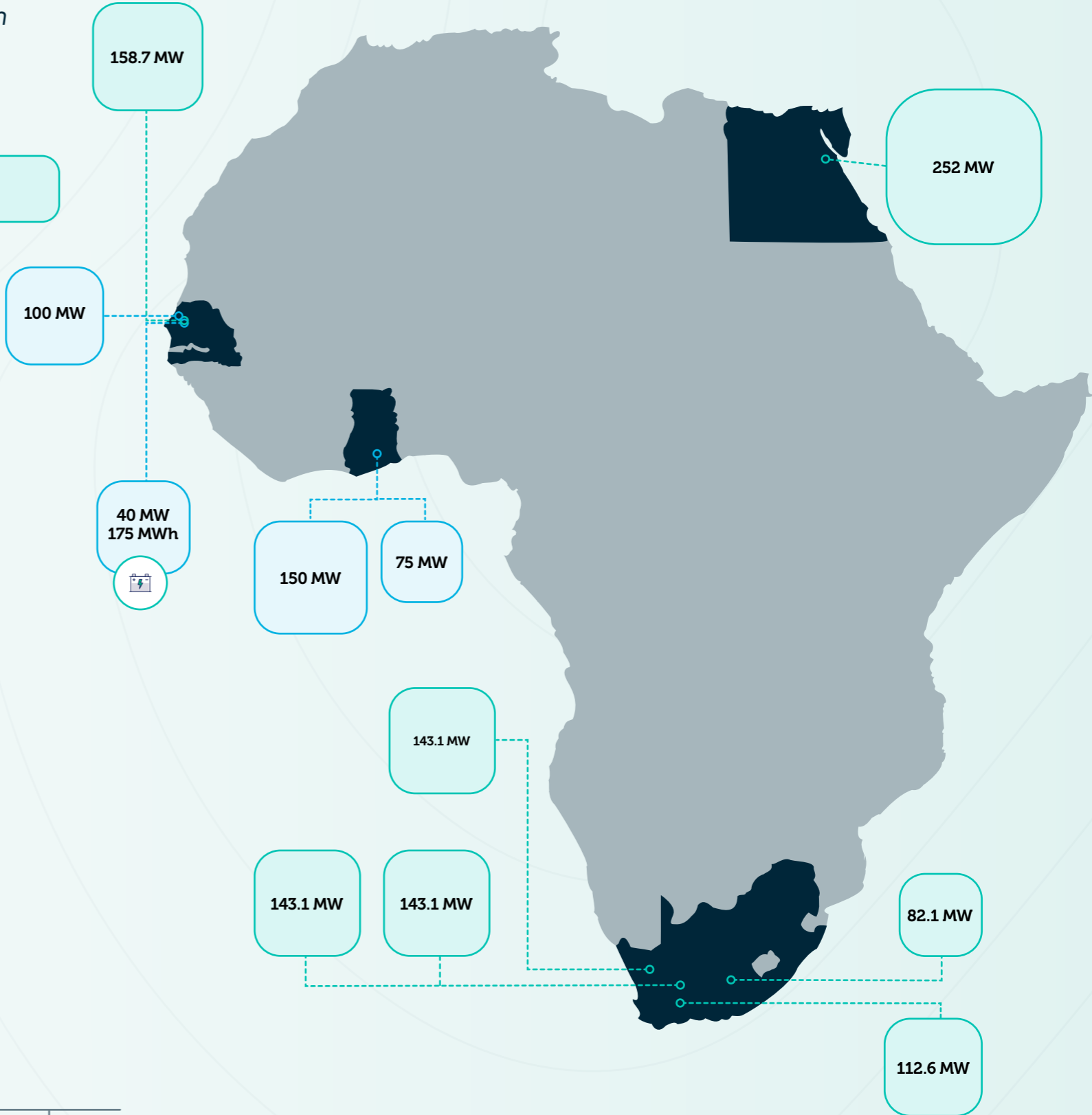
Our current portfolio includes over **1GW** of wind power in operation across Egypt, Senegal and South Africa, and a pipeline of additional projects in development across Africa. We also have **175 MWh** of battery storage in development to support the grid-integration of renewables.

Operational projects – 1,020 MW

Egypt	West Bakr Wind Farm (252 MW)
Senegal	Taiba N'Diaye Wind Farm (158.7 MW)
South Africa	Loeriesfontein Wind Farm (143.1 MW)
	Khobab Wind Farm (143.1 MW)
	Kangnas Wind Farm (143.1 MW)
	Perdekraal East Wind Farm (112.6 MW)
	Noupoort Wind Farm (82.1 MW)

Projects in development – 325 MW and 175 MWh

Ghana	Ayitepa Wind Farm – Phase 1 (150 MW)
	Ayitepa Wind Farm – Phase 2 (75 MW)
Senegal	Taiba N'Diaye Wind Farm expansion (100 MW)
	Taiba battery storage (40 MW / 175 MWh)



A Message from our CEO

Resilience during a time of uncertainty

The route to secure plentiful energy for all will have a key impact on Africa's future. Poor energy access and grid reliability hinders growth, yet providing affordable, reliable power remains a huge challenge. Lekela is seeking to meet this challenge using the continent's extensive renewable resources. With the continued improvements in zero-carbon technology, we are determined to harness this energy to help secure Africa's path to sustainable growth.

Building on our operational success

In 2021 we continued to strengthen our pipeline of development. Following the success of our 158.7 MW Taiba N'Diaye Wind Farm, we are working on an additional 100 MW in Senegal alongside a 175 MWh battery energy storage project that is in advanced planning. Our commitment to expanding this pipeline comes from our belief that renewable power projects can help enable new economic growth for emerging economies. Meanwhile, we've restructured our sustainability commitments in 2021 to reflect on how we can use our operations to deliver net positive benefits to society and the environment. The key to this is delivering operational excellence while protecting the environment, and contributing to a just transition through our community investment and skills development initiatives. Ultimately, we ensure this sustainability strategy is underpinned by a commitment to operate with integrity in everything we do.

Delivering on our sustainability commitments

Lekela's first priority is protecting the health and safety of our employees and contractors, and we are proud to have completed this year without a reportable incident across all sites. This achieve-



ment is highlighted by our West Bakr project which completed two years of construction and over 2.25 million hours worked without a reportable health and safety incident. We're hugely proud of the operation and construction teams who have demonstrably put safety first, especially during the ongoing pandemic which has only added to the challenge of protecting our workers' welfare. On the environmental front we were able to reduce emissions across all scopes by 21% from our 2019 baseline, despite significant operational growth, which reinforces our firm commitment to move towards net zero as an organisation. Finally, we have continued to support resilience within our communities, reinvesting a portion of our revenues towards education, enterprise development and environmental initiatives to the benefit of tens of thousands of people near our projects.

A top global ranking reflects our commitment to ESG

There is no doubt the continued effects of the pandemic, as well as the impacts of climate change, have exacerbated the challenges our business faces. In light of the fast-changing sustainability landscape this year, we undertook an ESG assessment with Sustainalytics to better understand our exposure to risks and opportunities and how Lekela manages these. I'm proud that

of companies assessed by Sustainalytics, Lekela is ranked 1st among global utilities and was placed in the Global Top 50 for all companies rated in 2021. This is a reflection of how our mission to energise Africa's sustainable future is underpinned by a commitment to operate with the best ESG practices. The rating has also provided a key opportunity to reflect on where we can improve for 2022 and onwards, ensuring emerging risks are taken into account and managed. This stellar rating builds on our sustainability commitments to date, rooted in the UN Sustainable Development Goals and our dedication to advancing the Ten Principles of the UN Global Compact.

I hope you enjoy reading about how our passion for delivering sustainable energy in Africa defines our ESG approach, particularly where we have found success, but also the challenges along the way.

Chris Antonopoulos



Stakeholder Engagement and Materiality

Lekela's objective to solve the energy challenge in Africa exposes a range of country, industry and sector-specific issues. Our strategy is to report on the ESG issues most critical to our business and stakeholders. This section outlines how we identify and address these concerns to improve our performance in areas where we can achieve the greatest impact. This is a core part of our sustainability efforts and helps us manage a successful business while creating shared value in the communities where we operate.

Defining our material issues

Lekela conducts a periodic materiality analysis with external stakeholders to identify a list of key topics for our operations. From this we outline a management approach to address the most pressing issues. This analysis was carried out in 2017, when we developed a list of 20 issues through a series of interviews with interest groups including academics, contractors, development finance institutions, environmental and social consultants, NGOs and governments. We also recognise the potential impacts of construction and operation activities on the communities where projects are located and involve local stakeholders in determining key material issues. The process of listing ESG priorities is supported further by an annual internal review.

During this review, we determine if the highlighted ESG issues are still relevant and reprioritise the list as material issues move higher up sector and global agendas. To do so, we reference the latest developments in industry while aligning our business objectives with our goal to deliver positive sustainability impacts.

This year, considering the global events that have changed the way we do business and how we engage both socially and with our wider environment, we have highlighted the need to accelerate the transition to clean energy from renewable sources, to reduce environmental damage while ensuring sustainable development in Africa. Alongside this theme, we included Responding and adapting to crises and Asset integrity and security as material issues - given the increasingly uncertain and volatile business environment in African countries, and the increase in digitisation of operations. We have also expanded our gender equality and female empowerment material area to cover all Diversity and inclusion efforts.

Step 1: Identify

- Review Lekela's strategy, operations, activities and stakeholder relationships with guidance from the Global Reporting Initiative, the UN Global Compact Principles and the UN SDG Compass*. Prioritise material issues according to these standards and:
- Lekela's business objectives
- Lekela's operations
- Key stakeholders linked to Lekela
- External influences and global trends

*the SDG Compass guides companies on how to align their strategies as well as measure and manage their contribution to realising the SDGs.

Step 2: Validate internally

- Engage with internal stakeholders (as listed below) to identify any missing issues or adjustments needed, and prioritise issues by their importance to business success.
- Employees
- Shareholders

Step 3: Validate externally

Engage with external stakeholders to adjust and identify gaps in our material issues and understand their priorities. This year we also enlisted the help of the external agency Sustainability to get a full industry review and company analysis of our materiality and policies to identify gaps in our reporting. We updated our social policy and materiality for 2021.

Step 4: Consolidate

Use steps 1 to 3 to prioritise and group our material issues to develop our ESG strategy and define the focus areas for our ESG activities and sustainability reporting.

Step 5: Review

Review our material ESG issues annually: this allows us to refine our sustainability strategy, ensure we continue to strive to meet stakeholder expectations in our ever-evolving environment and align ESG commitments with our business objectives.

Lekela's Material Areas

By conducting a materiality analysis, Lekela stays up to date with business risks and opportunities as well as issues most relevant to our stakeholders. This outlook helps us to recognise emerging issues quickly and improve decision-making capabilities which is crucial when operating in uncertain environments. It also allows Lekela to remain accountable and compliant, by focusing our reporting efforts on the issues that matter most.

Our sustainability priorities

As part of our goal to generate positive and relevant impacts, Lekela enlists the continuous involvement of our stakeholders to set priorities that reinforce our strategy. The ongoing volatile events of 2021 coincided with us conducting an external review of industry and global trends, with the aim of reassessing material areas for Lekela and our stakeholders.

The ongoing COVID-19 pandemic brought uncertainty, with major environmental events made increasingly likely due to climate change. Meanwhile our wider reliance on digital tools for communication, operations and monitoring brings with it the potential threat of cyber-attacks and data breaches. For 2021 we have adapted our ESG strategy to include Crisis Response & Adaptation and Asset Integrity & Security as new material areas. Additionally, the increasing focus on achieving net-zero carbon emissions and socioeconomic development in emerging nations has brought Modern Energy Access & Renewable Skills Development as key material areas.

Our ESG strategy is shaped by these material issues, which are this year summarised into four commitments to guide our objectives and the targets in this report:

Upholding Standards of Energy Excellence

- Renewable & Reliable Energy Production
- **New for 2021: Responding & Adapting to Crises**
- Prioritising Health & Safety
- Contractor Partnerships
- **New for 2021: Asset Integrity & Security**

Safeguarding the Natural Environment

- Mitigating Against & Adapting to Climate Change
- Lifecycle environmental impacts
- Biodiversity

Accelerating the Just Energy Transition

- **New for 2021: Modern Energy Access**
- **New for 2021: Renewable Energy Capacity Building**
- Fair Labour Practices
- **New for 2021: Diversity & Inclusion**
- Community Engagement & Investment
- Responsible Land Use

Building a Strong Foundation of Integrity

- Governance & Accountability
- Ethical Standards
- Human Rights

Our Strategy

Energising Africa's sustainable future through environmentally and socially positive energy

In 2020 the COVID-19 pandemic brought to light the vulnerability of global economies, and the COP26 summit put our planet's environment and climate at the forefront of the development agenda. With growing awareness of our planet's changing climate, we recognise the disproportionate impact this has on developing nations, particularly in Africa, and continue our mission to deploy renewable energy to facilitate access to the sustainable future we need. Socioeconomic growth in the continent remains a focus point for global development, yet progress continues to be restrained by the inaccessibility of reliable and affordable energy. To achieve our mission to energise Africa's sustainable future, we build on a foundation of operating with integrity. By applying the highest standards of governance and business ethics we create a framework to deliver our standards of excellence and run the highest-performing renewable power projects in Africa – projects that will deliver clean and reliable power for decades. At the same time, we commit to building and operating these projects while safeguarding and preserving the environment for current and future generations – to never act beyond our means and to mitigate our impact on the natural world.

We recognise from the start of each project the opportunities to create positive impact, and our aim is to do so within the communities we operate in, the natural world around us, and the broader society and economies that host our projects. As a renewables firm, this means committing to help transform for the better, building skills and capacity that not only support economic development, but give communities the opportunity to transition from a fossil fuel-based economy to one that is compatible with a sustainable future.

These principles ensure that we create an environment where our wider stakeholders can benefit from the shared value that renewable power projects bring. Bounding our strategy with the principles of a just transition, to build a sustainable future that works for everyone: empowering local communities, protecting the environment, and delivering the skills, expertise and excellence needed to transition away from a high-carbon economy.

This year we have elevated our commitments to support this transition with what we are already doing well – driving forward education and technical skills development to increase employability and safeguard futures. This is undertaken with a focus on diversity and inclusion to encourage women, girls and marginalised populations to participate in STEM education and entrepreneurship. We continue to support enterprise development by providing training, tools and funding to stimulate diverse economic development. And we run biodiversity and agriculture programmes to ensure our environmental impact is positive rather than negative. These initiatives seek to challenge the threats to livelihoods of the communities around us and tackle the impacts of climate change.

Our vision

Deliver long-term and sustainable benefits for African countries and communities through clean, reliable power.

Our commitments

Upholding Standards of Energy Excellence

- Renewable & Reliable Energy Production
- Responding & Adapting to Crises
- Prioritising Health & Safety
- Contractor Partnerships
- Asset Integrity & Security

Safeguarding the Natural Environment

- Mitigating Against and Adapting to Climate Change
- Lifecycle Environmental Impacts
- Biodiversity

Accelerating the Just Energy Transition

- Modern Energy Access
- Renewable Energy Capacity Building
- Fair Labour Practices
- Diversity & Inclusion
- Community Engagement and Investment
- Responsible Land Use

Our foundation

Building a Strong Foundation of Integrity

- Governance & Accountability
- Ethical Standards
- Human Rights

Lekela's impact on the SDGs

Lekela's core SDGs

We build projects that increase the share of renewable power in Africa's energy mix and make it accessible, to satisfy demand on the continent. We also focus on reducing emissions, and collaborate to improve awareness and local capacity for climate change resilience. These are areas where we can make the most impact in line with Lekela's business model and core competencies, so our focus is on two key SDGs:



Material SDGs

Aiming for excellence and the highest performance standards, we seek to be an equal opportunities employer and positively impact employment where we operate by providing safe and secure working conditions. Through our community investment strategies, we aim to reduce structural inequalities by enhancing lives in local communities, and through our operations we always seek to mitigate our impact on the natural environment.



Other SDGs impacted by Lekela

Lekela's approach to business can positively or negatively impact a broad range of SDGs beyond those highlighted by materiality reviews. Read on to see where Lekela has had an impact on each of these on the natural environment.



Upholding Standards of Energy Excellence

At Lekela Power our core aim is to deliver and operate renewable power plants to supply the grid with clean, efficient energy. Our business approach involves building projects efficiently and at scale to create long-term positive impact while minimising negative effects. We do this by adopting the highest industry standards and protecting the safety, welfare and rights of our workers, contractors and the communities where we operate.

In 2020 we were well positioned to respond quickly to the global coronavirus pandemic and protect our workforce and communities. The events also compelled us to explore additional critical aspects of operational excellence for 2021: how we respond and adapt to crises and our how we approach securing our assets, particularly in response to emerging cyber risks. The resulting policies and practices together create high-performing and secure assets, maintaining our ability to keep operating efficiently even when crises arise.



Our ESG commitments

- Producing reliable energy
- Prioritising worker health and safety
- Achieving the highest standards with contractors and partners
- **New for 2021: Responding and adapting to crises**
- **New for 2021: Asset integrity and security**

Highlights

- Delivering an additional 252 MW wind project into operation in Egypt
- Completing the construction of West Bakr Wind Farm with over 2 million hours worked with no lost time incidents (LTIs)

Challenges and learning

- Remote working protocols at times put pressure on asset resourcing, but our teams were able to adapt working practices to ensure continuity of operations across the portfolio

Producing renewable and reliable energy

Africa's energy challenges contrast the abundant natural resources available on the continent. Africa's renewables energy resources are more than enough to satisfy the continent's energy needs and help power its economic expansion. Yet they remain underused.

Through our mission – energising Africa's sustainable future – Lekela aims to help realise this potential with utility-scale clean energy projects. In developing the capacity to capture the resources to generate low-cost, low-carbon energy, we provide a sustainable solution to Africa's electricity access challenge, alongside economic growth and social development.

Our projects are already providing low-carbon electricity across the continent, offering affordable and stable prices over the long term. Looking ahead, we will continue to identify opportunities and technologies that provide stability, sustainability and value for consumers.

Construction

Lekela aims to maintain high standards through the entire project lifespan by building from the ground up and we partner with other market leaders to ensure we conform to the best industry practices.

This year we completed the construction of our first North African wind farm – West Bakr, in the Red Sea region of Egypt. We were able to achieve this feat with zero LTIs or medical treatment cases, meaning over **2 million work hours** without a reportable incident.

While still impacted by the COVID-19 pandemic, our priority remained to ensure the safety and welfare of our workforce on site. At the peak of construction in 2021, we employed over 630 staff and contractors, and implemented procedures and policies to protect our teams. A small number of workers did test positive for the virus but they quickly isolated, and the affected workforce was able to continue without impact on the site's construction schedule, following learnings and

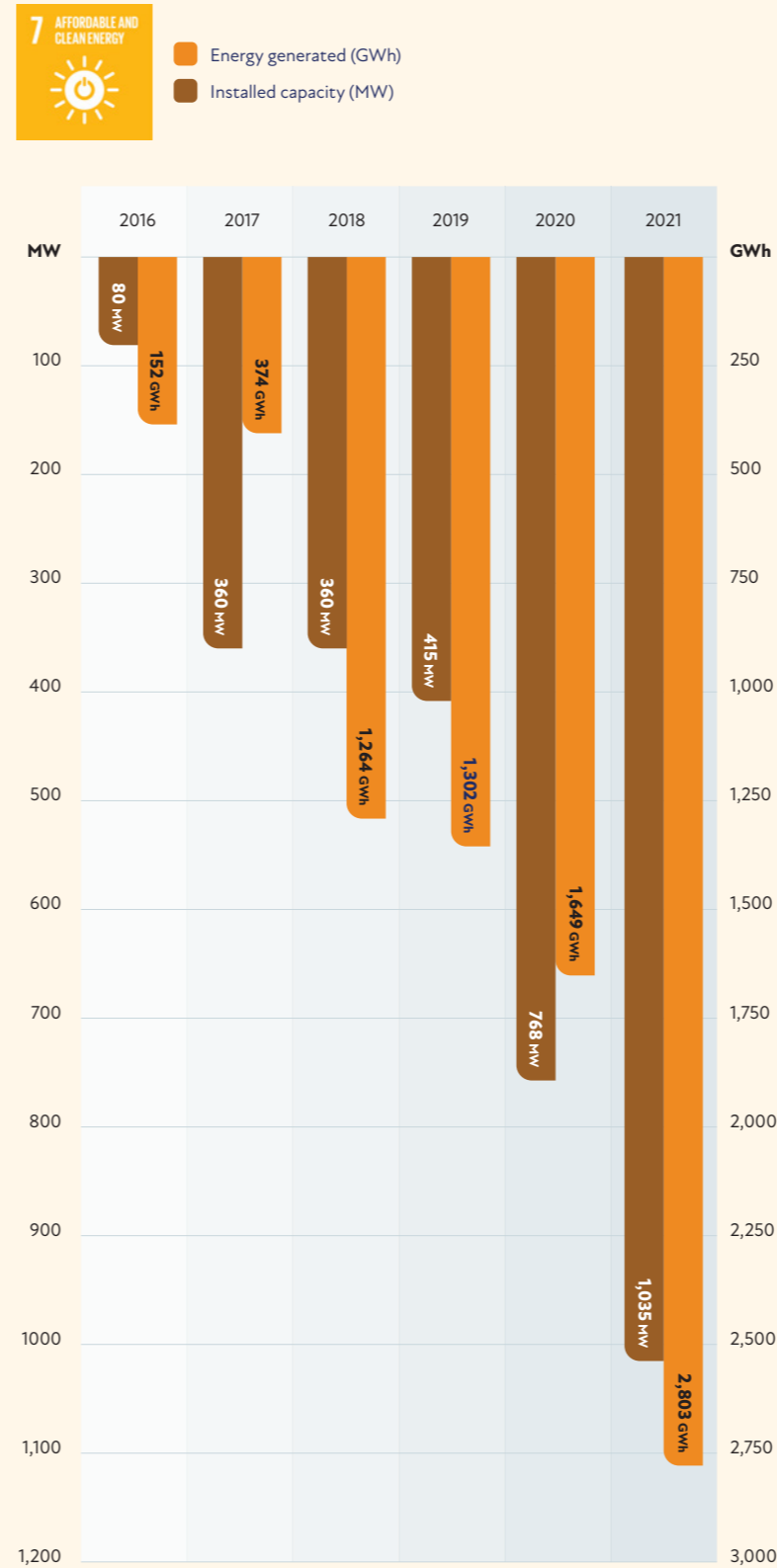
procedures put in place during 2020. Supply chain issues did prove a challenge during the latter stages of 2021 for our West Bakr project, with key components delayed by manufacturing bottlenecks. Despite these challenges, major delays were avoided, and the plant could start generating energy in the fourth quarter of 2021, while co-construction activities continued.

Operations

The addition of the West Bakr site has **increased total capacity by 32%** across our portfolio.

Lekela now has a total 1035 MW of wind projects in operation, with an additional 365 MW in development. In 2021 Lekela generated over 2,800 GWh of clean energy and avoided over 2.3 million tonnes of CO₂ emissions. With long-term power purchase agreements lasting up to 20 years, and commitments to invest in communities throughout this period, the environmental and social benefits of our projects are far-reaching.

Energy generated (GWh) and installed capacity (MW)



Building a strong workforce

At Lekela we recruit and train a skilled workforce to achieve deliver our projects to the highest standards.

Wherever possible, we are committed to recruiting from within the communities where our plants are located. This ensures that our projects are connected to the people who live locally, and that we build a pipeline of local trained capacity to support Africa's renewables sector. Lekela carries out regular health and safety training on site, as well as workshops to instil our core values, ensuring that our workforce remains up to date on industry best practices and maintains a record of high performance and compliance.

On the occasions that skills or resources cannot be cultivated locally, Lekela forms partnerships with contractors and suppliers to bridge the gaps. We seek out organisations whose values are aligned with ours, and whose management systems meet the standards

outlined in our company policies. We have partnered with industry leaders on many of our projects, allowing us to leverage their relationships with reputable suppliers in addition to ours, to source the best available materials for construction. All the while, we expect our performance standards and workers' rights to be upheld across our supply chain.

Our aim is to provide a positive environment where work is undertaken in a safe and responsible manner, and all people are treated with dignity and respect and given the opportunity to grow their capabilities. Lekela's strong workforce and partnerships enable us to stand out as Africa's leading renewable energy platform, with consistent performance across our portfolio.

Construction/operational workforce impacts



Prioritising health and safety

Operating in the energy sector requires the most rigorous health and safety (H&S) practices. This is especially important when operating in multi-national environments with diverse regulatory frameworks.

Lekela is fully committed to applying the highest standards consistently, at all our locations and assets, to secure the welfare of our workforce. We also recognise that this approach is likely to enhance our:

- Operational efficiency
- Compliance with regulations and performance standards
- Corporate reputation

In 2021 Lekela's Health, Safety and Environment (HSE) Forum remained active, strengthening our efforts and providing a platform to share our challenges and learnings across the business. We also implemented a tailored management system at each site to ensure our opera-

tional standards are upheld and meet the needs of our stakeholders. This is guided by an overarching Lekela H&S Strategy that commits to:

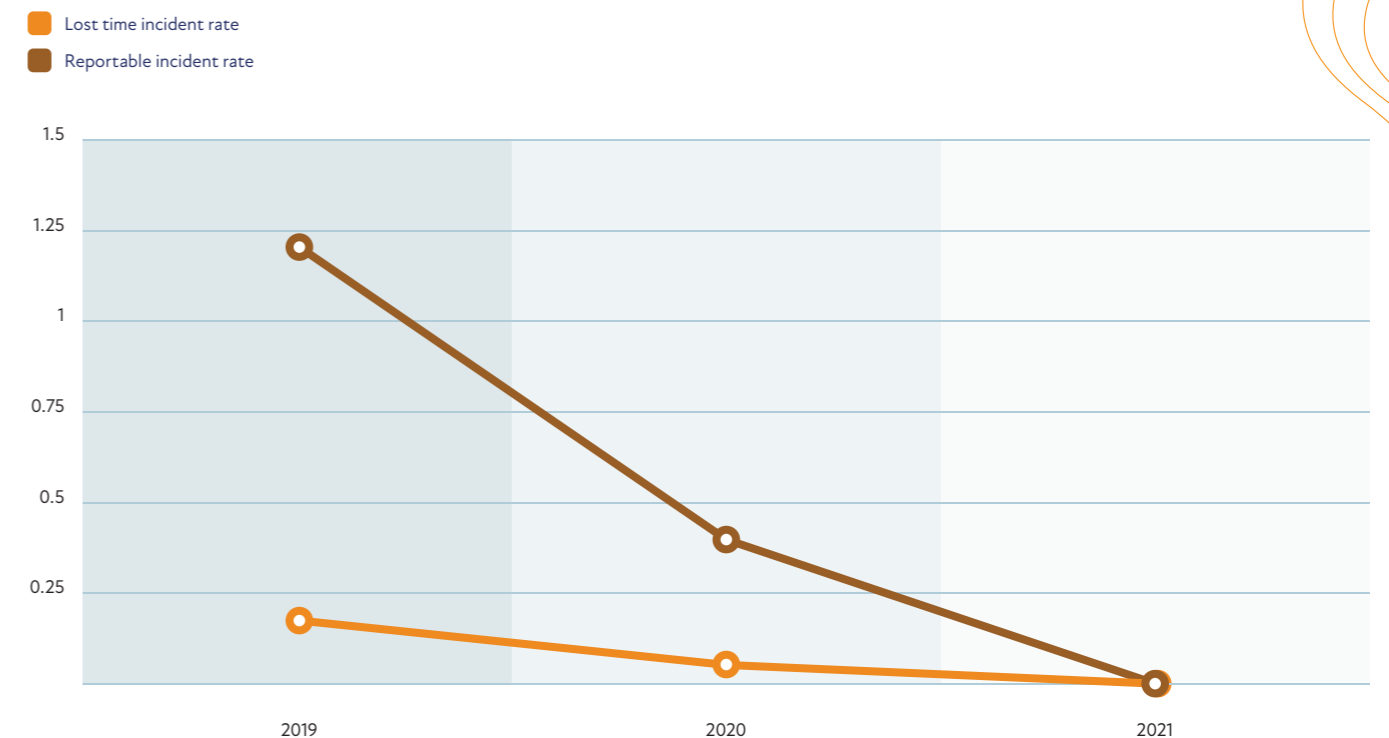
- Continuously assess and manage H&S risks
- Maintain safe and clean assets
- Prepare for potential incidents and emergencies
- Provide regular and applicable H&S training
- Actively improve performance
- Proactively share challenges and best practice across our business units

When we enter into agreements with partners and suppliers, we aim to ensure our values are aligned and their management systems reflect the standards we

uphold. This means we are better equipped to control and monitor H&S performance across our portfolio. To maintain high levels of accountability, we provide training and account for H&S incidents that occur on site, including for our contracted staff.

During 2021 we improved our H&S performance again, with zero LTIs across the portfolio, a continued reduction over the previous 2 years (0.51 per 200,000 hours in 2019, and 0.1 per 200,000 hours in 2020). This was also matched with our reportable incidents, with **zero reportable incidents across the portfolio**, a continued reduction over the previous 2 years (1.27 per 200,000 hours in 2019, and 0.41 per 200,000 hours in 2020).

H&S performance - lost time incident rate and reportable incident rate





Emerging risk management and adapting to crises

Reliable energy supply is increasingly critical and Lekela must ensure that our projects run efficiently and remain secure, as outages impact system stability, consumers and the environment.

To manage these risks, we implement asset management practices and policies that guide the way we operate across our projects. We also remain flexible and adaptable so we can respond effectively to crises as they emerge and minimise damage or disruption.

Through our mission – energising Africa’s sustainable future – Lekela aims to help realise this potential with utility-scale clean energy projects. In developing the capacity to capture the resources to generate low-cost, low-carbon energy, we provide a sustainable solution to Africa’s electricity access challenge, alongside economic growth and social development.

Our projects are already providing low-carbon electricity across the continent, offering affordable and stable prices over the long term. Looking ahead, we will continue to identify opportunities and technologies that provide stability, sustainability and value for consumers.

Asset integrity

Lekela’s asset management plan includes physical security measures such as limiting authorisation and access to project sites and more recently, COVID-19 controls to reduce the spread of corona virus. Digital security has also been enhanced to protect our assets from the ever-more-prevalent threat of cyber-attacks. Our asset management plan is regularly reviewed, updated and approved by our board of directors, before being communicated to project teams.

In addition to our physical assets, Lekela also manages the risk involved in partnering with suppliers and contractors. We carry out risk assessments with potential collaborators to determine compatibility with our objectives and avoid conflict with our values.

Responding and adapting to crises

The increased intensity and frequency of hazard events caused by climate change poses new risks to business sectors around the world and particularly those in developing nations. To reduce these risks Lekela adopts protective measures, adapting our processes to respond to the market and environment.

We continually perform assessments at each project site to identify potential hazards, and we implement management plans to help prevent these risks from materialising. Results of site assessments are communicated back to the leadership team through a monthly report, based on which we decide which actions to take to prevent crises or other incidents.

COVID-19 pandemic response

In 2020, working with our asset managers, Lekela developed robust measures to reduce the risks posed by COVID 19. This year we maintained the implementation of these measures continuing to help protect our workforce and communities and slow the spread of the virus. We continued to apply remote working protocol and maintaining safety standards for operations that could not be carried out from home. This meant developing innovative methods to conduct site inspections and audits where possible and engaging with internal and external stakeholders digitally. At our West Bakr site, we deployed rapid testing stations as an access requirement for construction and operations staff, to detect and limit the spread of COVID on site.

In 2021 we recorded 42 positive COVID cases across our 7 project sites. Our teams adhered to the social distancing and contact tracing protocols introduced in the previous year, which allowed us to quickly contain any transmission within project teams. All the team members and contractors who tested positive during the year recovered quickly and returned to work after a period of self-isolation and receiving a negative COVID test.

We also supported our local communities into 2021 to ensure resilience amid the ongoing challenges associated with the pandemic. Several initiatives continued, such as providing personal protective equipment (PPE) and medical equipment to health centres. However, while pandemic-specific interventions proved effective, our focus remained on our core community investment strategy (focusing on enterprise development, education and environment and energy initiatives), as community resilience is further enhanced by strengthening these areas, especially under the significant impacts of the pandemic.



Safeguarding the Natural Environment

The nature of our business demonstrates our commitment to protecting our ecosystem, and while we work to displace carbon-intensive power sources with green energy, we remain conscious of the environmental impacts that our operations can have. Lekela is dedicated to reducing and mitigating the negative impacts as much as possible by devoting resources to address issues such as climate change and habitat degradation, and to protect biodiversity. To do this, we incorporate environmental management into our projects to help identify areas for impact and improvement. With the help of our contracting partners and over 40 environmental experts, we manage these as far as possible and respond to climate risks as a priority. This approach is fully integrated into our operations from construction to decommissioning, as we aim to protect and enhance the environment for current and future generations.



Our ESG commitments

- Mitigating and adapting to climate change
- Managing our lifecycle environmental impacts
- Preserving and enhancing biodiversity

Highlights

- Achieving a 21% reduction in our CO₂ emissions from our 2019 baseline
- Avoiding over 2.3 million tonnes of CO₂ through our wind farm operations, the equivalent of taking all domestic vehicles in the UK off the road for a week

Challenges and learning

- In Egypt some exceptional flooding was experienced at West Bakr Wind Farm. While operations were not impacted, this caused erosion to areas close to the wind farm



Taiba Ndiaye Wind Farm

Mitigating against and adapting to climate change

One of Lekela's core values is caring for and preserving our climate. As the basis of our business model, we build and operate energy projects that minimise negative impacts on the environment and atmosphere.

Africa is particularly vulnerable to the effects of climate change, with many parts of the continent exposed to water scarcity and changing weather patterns, as well as entrenched socioeconomic challenges that minimise the continent's capacity to adapt. Despite this, ambition across Africa following the 2015 Paris Agreement and 2021's COP26 summit has seen nations pledge to cut emissions, stop deforestation and, most critically, phase out fossil energy in favour of green power. Lekela is well positioned to support these development targets by delivering renewable power projects in place of carbon-intensive energy sources.

In 2020 Lekela delivered the Taiba N'Diaye Wind Farm, independently meeting Senegal's wind capacity target of 150 MW and this year our West Bakr Wind Farm nudged Egypt's wind capacity closer to its target of 20% energy generated from renewables by 2022. Our wind farms support the economic and environmental sustainability of the energy mix, improving resilience so that communities are equipped to adapt to climate change impacts. Our projects are designed with climate resilience in mind, and before committing, we perform risk assessments to ensure our operations are sustainable over the long term. This increases the integrity of the energy we supply, contributing to energy security in the countries where we operate.

These same values are shown in our work in communities. The impacts of climate change are felt nowhere more than in society, with, for example, increased droughts and heatwaves affecting water and food security. Lekela has designed a climate resiliency framework that allows our investment managers to evaluate the level of climate impact of all proposed community investments.

2021 was our second year applying this framework, after a successful trial in Taiba N'Diaye in 2020. We completed climate resilience assessments for potential projects across our portfolio with the ambition of building long-term community development initiatives across our countries of operation.

Mitigating emissions

Climate change poses both present and future risks to society, the economy and the environment if carbon reduction is not made a global priority. Lekela contributes to sustainability efforts by delivering

low-carbon, renewable energy, helping African nations fulfil their climate commitments and drive action against climate change.

Wind energy is a cost-effective alternative to conventional sources, and as a low-carbon process, it avoids the emissions produced by fossil fuels. Lekela aims to become a market leader on climate change, which is why we take action to minimise our net climate impacts. In 2021, we **avoided the release of over 2.3 million tonnes of CO₂** through our operations.

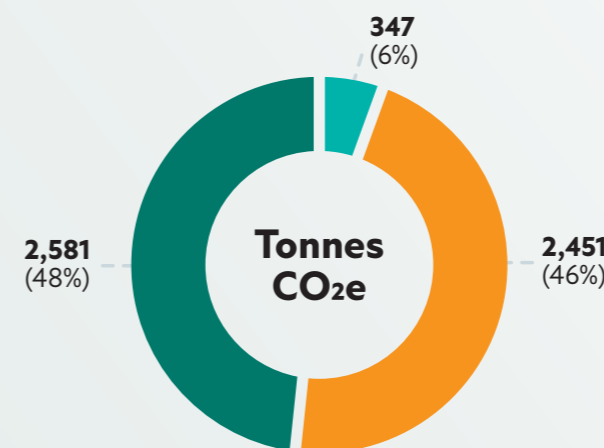
Offsetting and reducing our impact

However, our output is not yet zero carbon. While our emissions avoidance more than accounts for production outputs, to truly be a responsible organisation we aim to offset our production separately and independently, with the aim of becoming a net zero organisation.

Last year Lekela became certified carbon neutral in accordance with the Carbon Neutral Protocol, after offsetting the 5,379 TCO₂e emissions produced in our scope 1, 2 and 3 activities for 2019. **For 2020 we achieved a total reduction of 21% of carbon emissions** from the previous year, emitting a total of 4,253 TCO₂e despite expanding our operations. This was in part achieved because of COVID-19 restrictions and a subsequent reduction in travel and vehicle use.

Responsible carbon offsetting can help to preserve and enhance the environment. This year we are identifying and selecting effective, long-term carbon offsetting projects that will positively impact communities and promote biodiversity where we operate, while mitigating our carbon footprint. This is an alternative approach to using certified offset markets, but our pre-existing community projects – including afforestation and deploying off-grid renewable power systems – are already having impact. We believe that leveraging additional funding to expand these projects will be the most effective and impactful way of mitigating our operational carbon footprint.

Lekela's total avoided CO₂ emissions (tonnes)



Lekela's greenhouse gas (GHG) emissions by scope (tCO₂e)

The 5,379 tonnes of CO₂e offsets will contribute towards efficient cooking stoves in Ghana. By reducing fuel consumption by over 50%, the stoves both reduce emissions and provide significant financial savings for users.

■ Scope 1
 ■ Scope 2
 ■ Scope 3



Managing our lifecycle environmental impacts

At Lekela we consider ourselves environmental stewards, and so hold ourselves to internationally recognised performance standards, including those of the International Finance Corporation (IFC).

These standards help us define our own policies which we maintain across our operations, through principles of strong governance and partnerships. Our aim is to minimise negative environmental impacts and create net benefits for communities and the environment. Lekela's priorities are to:

- Ensure effective resource management during construction
- Create action plans that effectively manage environmental issues and deliver positive impacts on biodiversity

Environmental Management Systems

Environmental Management Systems (EMS) are a tool used to assess the environmental and social impacts of our projects. Before starting construction, Lekela applies EMS and obtains recommendations to help us reduce our environmental footprint and mitigate any negative impacts. Here, we identify any biodiversity risks and apply detailed action plans. After the project has been redesigned to incorporate recommendations and construction begins, we implement a full environmental and social management system for the project lifespan.

Project lifecycle impacts

The biggest environmental impacts of a wind farm are caused by the use of raw materials in the construction phase, especially the resource-intensive materials: concrete, steel and aluminium. We work with manufacturers that use resources responsibly and commit to reducing impact, to help us minimise our construction footprint. After construction, Lekela also recycles some materials into the local communities, for example, by providing wood and sheet metals for furniture and building material, hence improving the circularity of our construction phase and reducing waste.

Water and construction

Water scarcity is a major concern in the regions where most of Lekela's projects are located. These arid areas often have poor quality water supplies and limited accessibility, so sustainable water management is a vital part of our operations.

See how Lekela uses renewable energy to help make water more accessible in the Taiba N'Diaye community in Senegal.

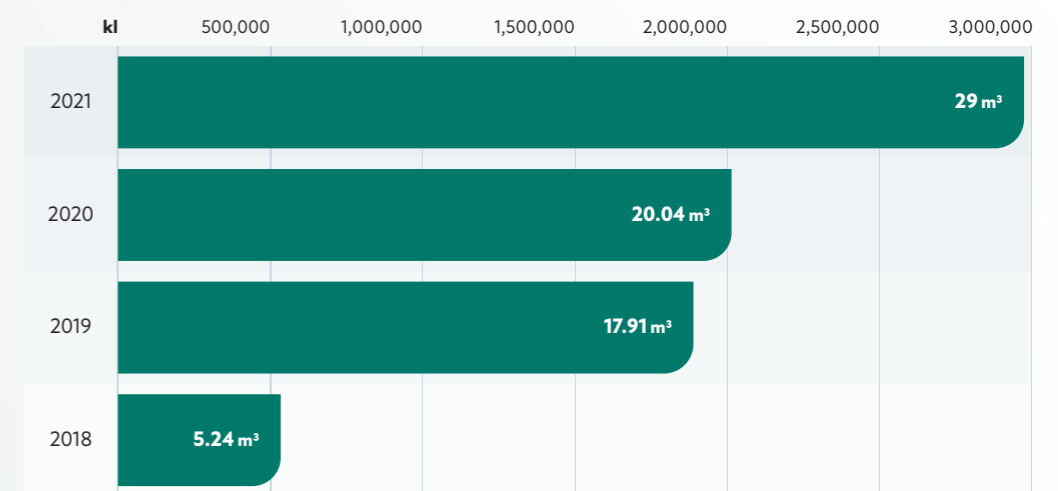
[Go to section 3 →](#)

Wind power uses less water than other energy sources and so is better suited to meet the energy demand in these regions. We also aim to use water responsibly, in a way that does not negatively impact communities or the environment. These conservation efforts begin at the construction phase when our demand is at its highest. We monitor our use of water, which is primarily used by workers in their operation and maintenance activities. **In 2021, our operational water use decreased to 0.08kl per GWh generated, a water efficiency improvement of 27%.**

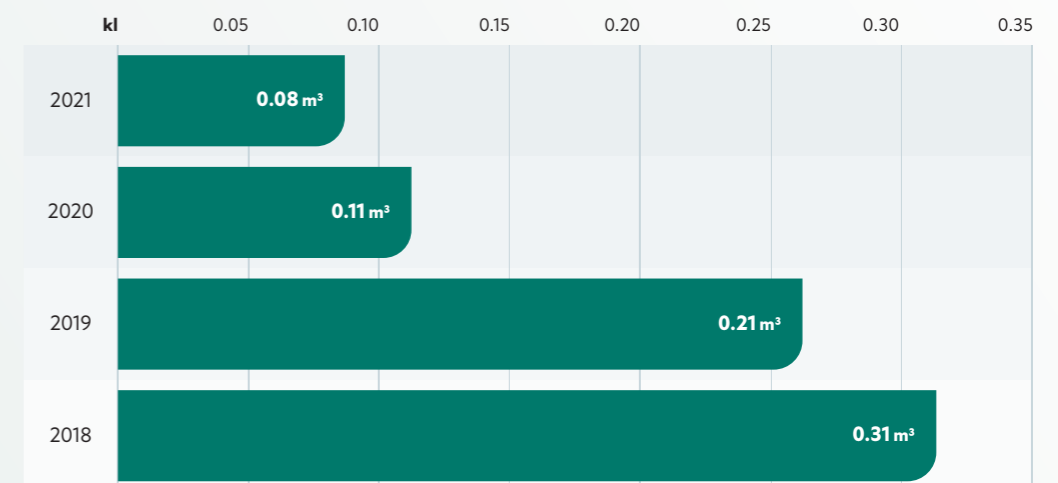
Water management involves assessments and management plans to identify and mitigate any adverse impacts in the region. Since our first farm began operations in 2016, we have cumulated a **total water saving of over 9.2 million m³. This is equivalent to over 3,600 Olympic swimming pools.**



Water use avoided (m³)



Operational water use (m³) per GWh generated





Preserving biodiversity

While wind is a low-carbon energy source, operations and construction can impact local and migratory avifauna – birds and bats. Lekela collaborates with like-minded organisations to mitigate potential negative effects and offset any impacts.

Avifauna mortality is a risk recognised by wind turbine operators across the world, and careful monitoring throughout the project lifespan is industry best practice. At Lekela we implement protective measures through management plans and specialist monitoring activities. We pay particular attention to species identified on the International Union for Conservation of Nature's Red List of Threatened Species as endangered, at risk or vulnerable in the regions where we operate. Through robust reporting mechanisms, our strategy remains responsive to minimise any negative impacts and to ensure zero net loss to biodiversity.

Here are some examples of how we are working to protect biodiversity around our projects.

Avifauna protection in Egypt

The Ras Ghareb region where our West Bakr Wind Farm is located is partially used by over 1.5 million migratory birds during the autumn and spring seasons. This presents a biodiversity risk for our operations and requires careful monitoring and a risk mitigation strategy. In collaboration with Egypt's Ministry of Environment and the NGO BirdLife International, Lekela established an ornithological training centre. Since 2018 we have provided skills development for members of the local community to gain employment in avifauna monitoring. This year we trained 12 new staff to support biodiversity protection and restoration at our West Bakr Wind Farm.

In addition to monitoring, Lekela has also implemented technologies within the turbines. The West Bakr Wind Farm is our first project to use coloured turbines to improve visibility and employs an active turbine management programme to minimise bird and bat mortality. Using both radars and bird spotters, we can shut down specific turbines when migratory birds are detected in their range, which reduces both the risk to birds and the impact on energy production.



Supporting wildlife in Senegal

The Taiba N'Diaye Wind Farm is located in an arid area at risk of desertification due to the effects of climate change. As part of the government's climate intervention, large-scale reforestation efforts are underway to not only replace the 4,000 trees that were removed in the construction phase, but to expand the forest area to provide a larger habitat for birds, insects and animals. This year we trained and employed 10 people from the local community to support these efforts, and planted 600 more trees, bringing the total to 2,600.

Lekela has also teamed up with BirdLife in Senegal to help protect avifauna and enhance biodiversity at Taiba N'Diaye. The plant is close to an important bird and biodiversity area, and in 2021 there were sightings of the endangered white-backed vulture, native to sub-Saharan Africa. Together, we have developed a monitoring strategy for the wind farm led by the local forestry services team and are exploring further conservation measures to ensure that our operations continue to have no negative impact on at-risk species. We have also developed a Wildlife Management Plan with Birdlife, who will continue to support us in expanding our biodiversity strategy across Africa.



Accelerating the Just Energy Transition

Africa and its vast natural resources present an opportunity to create a sustainable energy system that avoids much of the environmental harm caused by fossil energy, while supporting growth and prosperity. However, this potential remains largely untapped, while development on the continent is held back. The lack of reliable and stable power today contributes to insecurities in the region that are slowing sustainable global development, and affordable, accessible power remains a challenge to deliver.

While delivering on Lekela's mission to build and operate renewable power plants, we believe that a just transition to secure modern energy for all means supporting communities with the training and skills necessary to support industry activity. Through capacity-building activities and community investment, long-term value can be created even after Lekela has exited a project. We support economic development directly and indirectly by encouraging partners and contractors to employ and procure materials locally; and by investing a portion of our profits to fund education, enterprise and environmental development initiatives. In 2020 we focused on gender equality and supporting female economic participation, and in 2021 on the all-encompassing theme of equality, diversity and inclusion, where we seek to empower people through employment and education to drive positive change as a key part of building Africa's sustainable future.



Our ESG commitments

- Investing in education, enterprise and the environment
 - New for 2021: Facilitating modern energy access for communities
 - New for 2021: Renewable energy capacity-building
- Accessing land responsibly
- New for 2021: Advancing equality through diversity and inclusion
- Fair labour practices

Highlights

- Lekela invested \$2.3 million in education and skills development and awarded more than 140 young people with bursaries for further education, totalling \$140,000
- In Senegal 24 villages and 46 farmers benefitted from solar water pump installations to replace fossil energy powered pumps, and mitigate GHG emissions

Challenges and learning

- The COVID pandemic hindered job creation and female entrepreneurship support efforts, so we worked remotely with local women's groups to develop meaningful initiatives



Renewable energy capacity building and fair labour practices

Achieving sustainable economic growth in Africa requires an increase in long-term quality employment. Coincidentally, building and operating a utility-scale wind farm requires a skilled, stable workforce. Lekela takes advantage of this by creating local jobs and developing workers' skills, reaping sustainable benefits for our project communities.

By prioritising local and skilled national workers, we aim to optimise the positive socioeconomic impacts of our projects. We invest in skills development and training programmes to increase community participation and build labour market resilience. We also work closely with our contractors and suppliers to make upskilling opportunities accessible to all workers. Our projects successfully show how making training available significantly enhances local participation. At our Perdekraal project in South Africa, 15 young people from the community received Global Wind Organisation training and in 2022 will be employed as apprentice wind turbine service technicians on the wind farm. We also launched a Female Engineering Apprenticeship Programme in Egypt, with the aim of capacity building women to secure roles on wind farm's in the region including ours. In regions where experience of industrial-scale infrastructure and technical expertise is limited, opportunities to encourage young people and women to participate are critical to future-proofing communities.

Lekela has developed a broad portfolio of wind projects across Africa and is now focused on developing a group-wide vocational training policy to make sure our projects bring intergenerational employment benefits too.

Employing local people

Our aim of hiring locally, wherever possible, increases our social licence as well as community involvement in our projects. Employment opportunities increase household incomes and mobilise technical skills in a growing industry. **This year around 40% of our workforce at our wind farms were employed from the local community.** We also work closely with contractors to ensure their workforce receives adequate training for their roles. This practice enables our projects to create additional long-term value in our communities.

Procuring locally

Lekela aims to prioritise local suppliers in our operations, from construction to our community investment initiatives, to support local economic activity and reduce our supply chain footprint. Manufacturing wind turbine components is not within our scope of operations and as such we often acquire contracts with global equipment

manufacturers, removing procurement from our control. Despite this, we encourage our partners to procure locally, and include a **contractual minimum requirement** based on the market. We offer fair and competitive business terms to ensure we make the most positive impact we can, and we engage with local consultants during project development.

Applying fair labour practices

Decisions we make concerning environmental and social sustainability are guided by the International Labour Organization (ILO) Conventions and the IFC Performance Standards, and our top priority is to safeguard our workers, while fostering engagement and building motivation in the workplace.

Our values and commitments to report on our performance are set out in our Social Policy, and we expect our employees and partners to apply and comply with the standards of labour practices it sets. This policy aims

to protect workers' rights – whether directly employed and contracted – and contribute to our aim of advancing human rights. We commit to:

- Promoting good worker–management relations
- Protecting rights to collective bargaining
- Managing grievances effectively
- Prioritising local employment
- Engaging with communities
- Developing work skills to aid recruitment
- Offering fair treatment and equal opportunities
- Stamping out discrimination in all its forms

In compliance with anti-discrimination practices, we offer employment based on merit, expertise and job fit, not personal demographics. We prioritise equal opportunities and fair treatment, and in recent years have increased efforts to boost the role of women in the energy sector.

Strengthening workforce relations

Due to Lekela operating in regions where political stability and regulations can be weak, we ensure that workers are afforded adequate and consistent levels of protection at the highest international standards, through our labour management plans.

Lekela also recognises and respects the **rights of our employees to unionise** or otherwise organise collective bargaining without fear of reprisal or penalty. We agree to support and engage with all employees and their representatives, and have a workforce grievance mechanism that allows our staff to raise any issues securely and confidentially, to be dealt with quickly and transparently.



INSPIRE partnership

This year Lekela joined industry leaders in launching the Initiative for Social Performance in Renewable Energy (INSPIRE) with the aim of advancing social impact in South Africa's renewable energy sector. This is a coalition led by Synergy Global Consulting, in partnership with Actis, BTE Renewables, South Africa's wind and solar energy associations (SAWEA and SAPVIA).

INSPIRE's goal is to help the South African renewables industry to create the most transformative change possible by helping people develop the necessary skills, knowledge and innovations. In August 2021, INSPIRE held its first social performance training course, and has launched accredited university courses for professionals in social development, with positive feedback from participants. Together with other seed funders, Lekela is liaising with the Just Transition team in the public utility, Eskom, to explore how to raise funding from industry participants.





Solar-powered water for the Taiba municipality

In the Taiba N'Diaye community we continue to operate an 88kW solar power system as part of our social development programme in the municipality where our wind farm is located. Water is a critical resource in the semi-arid middle region of Senegal, and the boreholes pumping it out of the ground previously ran on electricity provided by the grid, which was subject to disruption and costly. The new solar PV system is now used to supplement the grid-electricity, powering boreholes that supply 24 villages and over 22,000 people with their everyday water needs. This has reduced municipal water access costs by around 25% and has reduced water outages caused by power cuts by 40% – two factors which help secure stable access to clean water for sanitation and household needs.



Replacing diesel pumps in Taiba farms

In our efforts to modernise energy within our communities, Lekela has installed 38 solar-powered water pumps in the Taiba community, supporting the agricultural sector in Senegal. This industry is vital to the economy and over 60% of the national workforce are engaged in food production. The 179 solar panels have a total energy generation capacity of 45.9kW, and replace the diesel-powered irrigation systems previously used by the farmers. Each participant has up to a 1.375kW system, allowing them to irrigate their own plot of land. As well as decreasing the negative environmental impact over the short and long term, 38 farmers and their families directly benefit from this project, saving on costs of buying and transporting fuel to power pumps, as well as experiencing less complex and costly operations and maintenance.



Renewable energy supporting women's entrepreneurship

Part of our work is to support gender equality by empowering women in the communities where we operate. This year, in addition to skills and development training, we encouraged female entrepreneurship by implementing renewable energy solutions to power their businesses. Lekela installed 14.7kW of solar PV solutions in agricultural ventures established and led by the women in our Taiba N'Diaye community. A new cashew processing plant received a 3kVA generator with 3.7kWp of solar panels, a mango processing and juicing plant received a 5kVA generator with 4.6kWp of panels, and a poultry farm received a 5kVA generator and a 2kVA cooler with 6.4kWp of panels to light the farm and conserve the chickens to keep them fresh for the market. These businesses will provide a livelihood for the women and their families, allowing them to generate additional household income and contribute to socioeconomic development.

Facilitating modern energy access for communities

Reliable and affordable power remains inaccessible to over half of Africans, slowing progress towards a strong and stable growth economy. Local businesses are subjected to expensive tariffs and an unstable power supply, with fossil fuel-run generators often offering the best alternative during power shortages.

Renewable power has progressed in recent years with new technologies helping to decrease costs and build reliability and resiliency. Lekela's wind farms support energy decarbonisation across Africa, providing cheaper, greener electricity to the grid, helping to power more homes and enterprises. It is our business ambition that consumers and businesses alike across Africa can access plentiful, reliable and clean grid-scale energy – modern energy access.

Working closely with our stakeholders, we have generated structural economic improvements by creating jobs, spending on infrastructure and procuring materials and labour locally. As energy demand increases, we further our efforts to innovate the African energy space and support countries in achieving their climate commitments.



Advancing equality through diversity and inclusion

Diversity is particularly important at Lekela as we understand the sensitivities and historical context of a European-registered company operating in African markets. In achieving a just energy transition, we aim to include and protect the interests of all stakeholders in the decision-making process.

We aim for representation and inclusion across all levels of the organisation. We value the diverse expertise the women in top management positions bring to our portfolio and pursue diversity in the hiring of historically disadvantaged South Africans at our sites in the country. Lekela established a Diversity and Inclusion Working Group that meets monthly and discusses ways to promote equal opportunities and foster an inclusive and welcoming work environment. Regular stakeholder meetings are also held across all projects where community representatives discuss steps for development, and the outcomes are communicated to our board.

In 2021 Lekela introduced unconscious bias and micro-behaviours training across work teams in the UK, Egypt and Senegal, to ensure that employees stay up to date on the latest hiring practices and is equipped with the tools to avoid discrimination from implicit bias.

Empowering women at Lekela

This year Lekela added Diversity and Inclusion to our material areas, and while the rights and empowerment of women and girls falls under this concept, it is important to also highlight these initiatives separately. Female economic participation produces proven societal benefits, yet women are significantly underrepresented in the energy industry. At Lekela, we understand that our role in society positions us to positively influence female empowerment beyond our core business, helping to end entrenched intergenerational gender inequalities.

In 2019 Lekela joined the IFCs Energy2Equal programme – a coalition of renewable energy-focused companies operating in Africa. With the shared goal of closing gender pay gaps and increasing female participation, this offers opportunities for shared learning and encourages continued progress. We have performed a gender assessment across the sector to seek out areas for improvement and opportunities for workforce development programmes to encourage our female employees to realise their full potential.

So far Lekela has achieved commendable performance in training and development especially in our South African wind farms, where

women make up 50% of our workforce and 57% of our management teams. We are determined to improve by standardising policy and procedures across the group. These include providing training in unconscious bias for all staff; adjusting our recruitment process to mandate female representation on shortlists; and promoting diversity in our applicant pool. We have also provided training for the Diversity and Inclusion Working Group which includes staff from each project site.

Empowering women in communities

We actively seek to run community projects that support women and girls, through increased participation, technical education and entrepreneurial assistance. Community investment teams aim to increase female participation across the board, and this year women and girls accounted for 55% of our project participants, surpassing our target of 50% over 2 years.

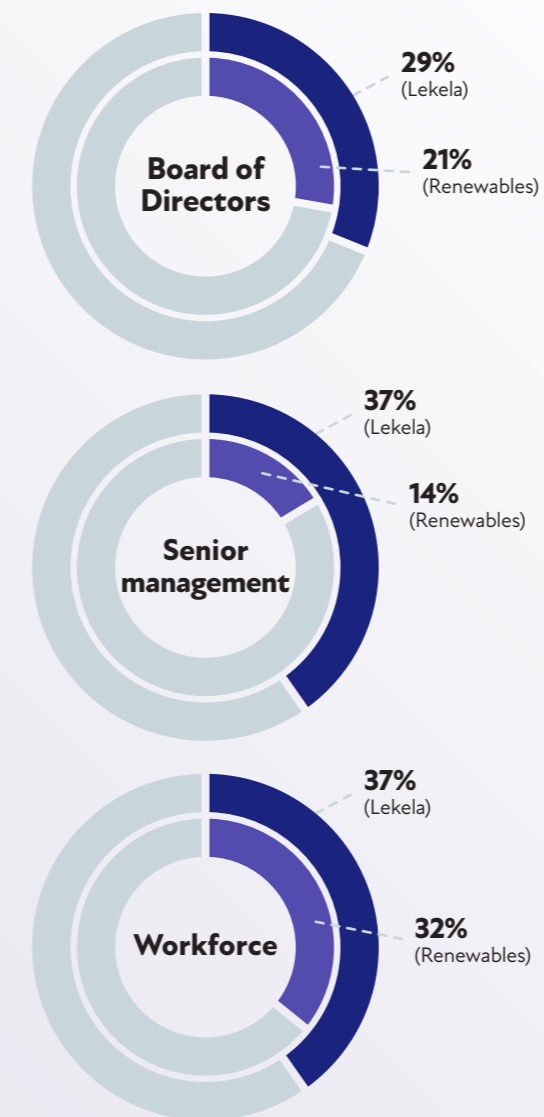
Senegal – 119 students received housing support to study in the nation’s capital, including 57 women and girls (48%). We also built a cereal mill to help 300 members of a women’s association enhance their income through value-add processing of agricultural products.

Egypt – we set up an apprenticeship programme to support women into electrical engineering. This year three women participated, gaining valuable experience that afforded them a secondment onto a neighbouring wind farm in its early stages of operations.

South Africa – we supported 47 women training as caregivers for children and older people and implemented awareness-raising initiatives against gender-based violence with over 2,000 participants. We also launched a cancer-awareness and testing programme, with comprehensive screening and examinations for 1,450 women in one community.

- Support for women’s empowerment at community level is built into Lekela’s annual performance plan, and employee bonuses at Lekela are tied into achieving this.

Female representation at Lekela



Community investment

Transforming communities through social investment

In our mission to deliver shared value, Lekela commits to investing a portion of our revenue back into our project communities. Our projects are often located in areas characterised by development challenges, including low levels of formal education, few opportunities for skilled employment, insufficient healthcare and lacking infrastructure. Our investment strategy addresses many of these challenges.

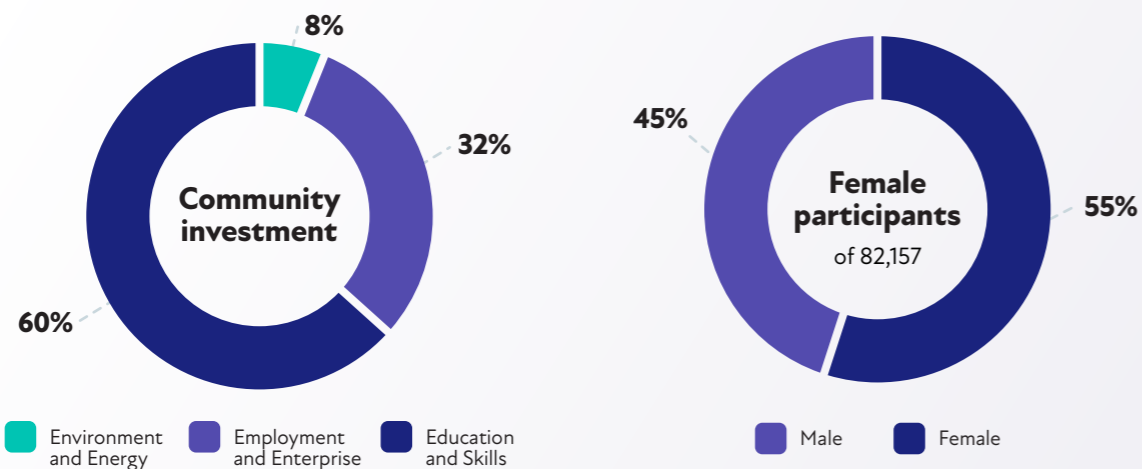
This year, we supported over 200 initiatives across our project sites in Africa, including building a business incubator and IT centre to support entrepreneurs in addition to business grants; funding maths and science programmes in 10 schools; building a rehabilitation centre for children with autism; and training women community members as teachers and carers. In total **we invested \$3.8 million into our communities** in South Africa,

Senegal and Egypt and **more than 80,000 community members participated** in these initiatives. We also created **more than 500 jobs** for local workers, significantly surpassing our target of creating 180 jobs over 2 years.

Through consultations with local representatives, we identified focus areas to best apply our expertise to create the most impact:

- Education and skills
- Employment and enterprise
- Environment and energy

For the lifecycle of each project, we ensure our investment strategy is sustainable and adaptable to the changing needs of our affected communities and addresses the most pressing challenges.



Lekela's investment in local communities (\$)



Biodiversity training in Ras Ghareb

With the support of environmental and industry specialists, Lekela has established an ornithology training centre in the Ras Ghareb community in Egypt. The training provided supports bird monitoring at the West Bakr Wind Farm and builds capacity for biodiversity specialism in the community. We have employed 12 community members who have completed the programme as avifauna specialists, to aid our efforts to mitigate harm to wildlife and conduct studies in the area. A further outcome is the provision of practical experience on site for trainees, who will qualify as ornithologists to support the significant expansion of wind energy in the area.



Global Wind Day with Ceres youth

Global Wind Day is dedicated to discovering the power of wind energy and its potential to reshape energy systems, decarbonise economies and boost jobs and growth. In 2021 Lekela supported a Wind Day project to create awareness and interest at local high schools in the Ceres community in South Africa. Students were invited to enter a competition to construct a functioning wind turbine power plant model. They were briefed on the technical foundations of generating wind energy and the details of grid compliance. This aimed to educate, inform and develop interest in the potential of wind and also the career paths available in the sector, while creating an opportunity for students to win prizes for their team and school.



Educating women into renewable energy

Lekela is supporting women into the field of engineering and renewable energy through education and training. During the construction of our wind farm in Egypt, Lekela trained 3 women through an apprenticeship programme. The apprentices experienced on-site training at our West Bakr Wind Farm for three months, following which, they were seconded to an operational wind farm nearby to gain experience in operations and maintenance. Continuing this scheme, we aim to support women into STEM education and roles in renewable energy, while tackling the skills shortage in the regions where we operate.



Community engagement

Impacting lives is central to what we do and this starts with the communities around our project sites. Through economic development and investment, we aim to support long-term prosperity that is equitable and mutually beneficial.

Creating and sharing value requires participatory engagement from all stakeholders, and transparent, open dialogue. Hence consultation and engagement are key activities at Lekela. We provide an inclusive platform at each project for stakeholders in our wider communities to come together and discuss, formulating ideas which are then included in our objectives, values and impact strategy.

Our engagement strategy is integrated across our project portfolio and set up at the start of each project. We assign a dedicated community liaison officer to work with communities and their representatives. We also empower different factions, ensuring that the voices of marginalised and under-represented groups are heard, including women's groups and youth organisations. In 2021 Lekela continued quarterly newsletters for our project communities in Egypt and Senegal to update community members on construction developments, that is posted on community notice boards.

Responding to community feedback

As a principle of our engagement strategy Lekela aims to respond quickly to feedback when stakeholders raise issues or concerns. We use a grievance management system for each of our projects. These are designed to help record and respond to issues raised by community members or organisations in an efficient and organised way.

We inform communities about the feedback process and grievance mechanism from the outset of every project and monitor the internal database for any serious or recurring issues, which are then considered by the senior management team at ESG committee meetings. This year, we achieved our target of **zero serious community grievances** and only six minor grievances, down 60% from 2020. This puts us on track to achieve our 2025 target of less than 25 community grievances over 2 years. We also resolved over 80% of all minor grievances within 30 days.

Responsible land use and development

A significant challenge we often face in building wind projects is the use of land.

In rural areas where our farms are located, land is often used for agricultural purposes as a means of income. We navigate this challenge through extensive and transparent consultations, as our goal is to cause no negative impact to land users. Lekela employs community liaison officers to communicate information and respond to feedback from stakeholders, so we can reach acceptable terms of agreement. Where it is not possible to avoid adverse impacts, we set up livelihood restoration programmes for people affected by our projects. One such programme in Senegal is now complete and has ongoing monitoring and evaluation. The irrigated garden, established for the farmers most impacted by the project, has been particularly successful, providing a model for expanding access to solar-powered irrigation systems across the wider community.



Building a Strong Foundation of Integrity

At Lekela we are committed to improving the lives of people and the state of our planet and acting with integrity is the backbone of how we do business. We underpin all performance on a robust collection of organisational policies and hold ourselves and our partners to a high standard. This means designing our systems, processes and procedures, and regularly seeking the input of thought leaders in improving our governing principles. These we embed in our business and reinforce through training and development of our people and partners. This is critical to our work as we transform these governing principles to be fit for the future, ensuring we have the right processes in place when working with partners, communities and other stakeholders so that our impact is always rooted in integrity.



Our ESG commitments

- Maintaining strong governance of environmental and social issues
- Upholding the highest ethical standards when we do business
- Treating people fairly

Highlights

- Lekela conducted staff training on Diversity and Inclusion across all locations and expanded our Diversity & Inclusion working group

Challenges and learning

- Delayed vaccine availability in Africa made it difficult to implement protective measures for vulnerable staff, prolonging a period of remote working, and remote delivery of training



Governance and accountability

Making an impact through governance

Strong, skilful leadership, accurate, complete information, and honest reflection are the three key components Lekela deems critical to achieving impact through governance. We aim to seat the most capable people on our forums, who can provide direction, experience and insight. Reporting practices have been honed to capture and distribute relevant information to guide good decision-making. We frequently assess and reflect on our governance to ensure we provide effective, long-term leadership.

Lekela's ESG activities are overseen by both our executive board who take ownership of and are accountable for the business; and our ESG committee who are responsible for specialist consultation on our impacts.

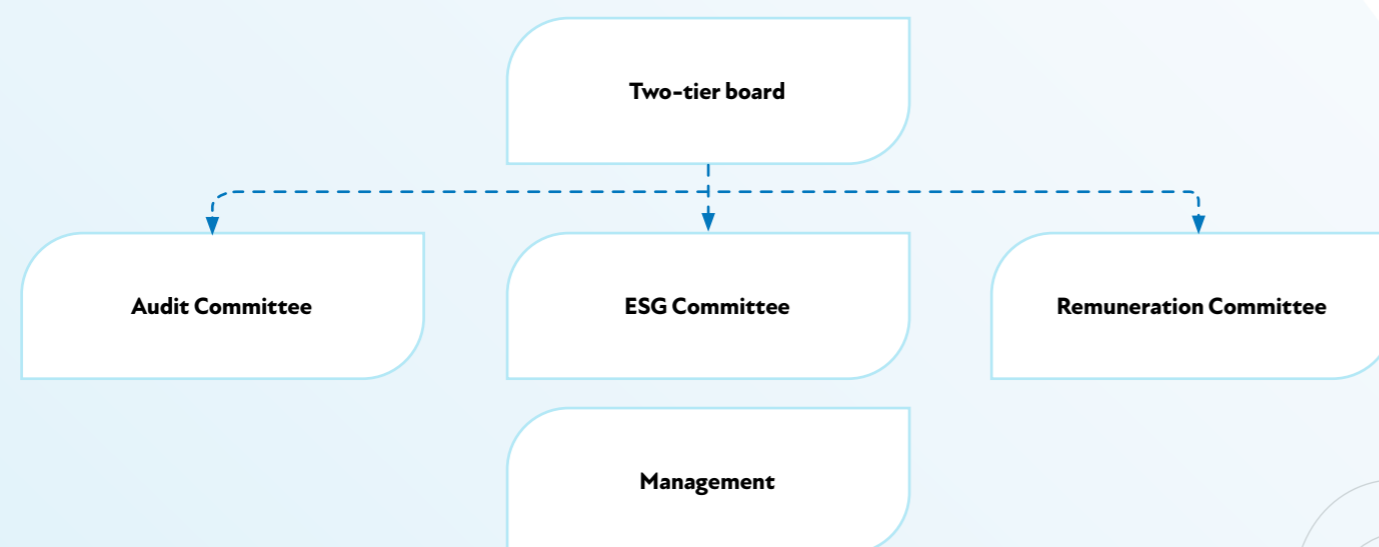
Last year the board of Lekela underwent a governance assessment to understand how our leadership performed. We found that Lekela has a record built on continuous learning and development, our governance board is aligned on our social and environmental commitments. Our board leads the organisation in upholding a zero-tolerance attitude to unethical behaviour, which is vital to anchoring our foundation of integrity, and holding our partners to the same standard.

For 2021 Lekela's board built on recommendations to strengthen our foundation of good governance practices by ensuring we are positioned to drive sustainable value; aligning the skills and experience of our governance team; and strengthening the link between the board and its committees. The board was also given sustainability focused presentations by the Head of ESG detailing performance over each quarter, objectives for the next, and the plan of action to achieve them.

While the ESG committee is uniquely equipped to instil our commitment to integrity into the work we do in our host communities, and how our actions affect the environment, ultimately Lekela's ethical culture is the responsibility of the board who both influence and are influenced by each committee. Recognising this influence, we have raised the profile of our environmental initiatives and continue to report on how the ESG team continues to implement and deliver the ESG strategy.

ESG committee focus areas are:

- Health, safety and the environment
- Community relations, investment and development
- Business integrity
- ESG risk management



Ethical standards

Maintaining standards of integrity

Regulations imposed by each country frequently vary in the level of protections and enforcement, and as such, Lekela considers these as the minimum standard. We seek to go beyond the minimum and apply international best practices as our fundamental framework of operation. The UN Guiding Principle on Business and Human Rights, the IFC Performance Standards, the International Labour Organization (ILO) Core Conventions, and the Universal Declaration of Human Rights comprise these standards.

We have developed internal policies and procedures that determine the standard for employee behaviour, which we expect our partners to comply with. Business integrity, social responsibility, health and safety, protecting the environment, and preserving the dignity and respect of employees are crucial to the business. This is made explicit in Lekela's Code of Business Conduct and Ethics (Code of Conduct). This code forms the backbone of Lekela's internal ethical framework. Additionally, we conduct an externally led audit each year, to verify the effectiveness of the internal guidance and controls that we implement.

Beyond laws and standards, **Lekela fosters a culture underpinned by our values** of integrity, diversity, collaboration, environmental stewardship, operating efficiently, and overall, energising Africa sustainably.

Managing bribery and corruption risks

Acting with integrity is a challenge that we approach using a risk-based approach. We apply a comprehensive compliance framework throughout Lekela to identify, assess and mitigate bribery and corruption risk. This allows us to drive accountability and ownership across the organisation, and to assess whether our processes are adequate and comply to legal requirements. We regularly engage with thought leaders and we conduct our own internal review of policies, to adapt as necessary to new policy, trends and developments. In addition to the subject matter experts and common good culture, we value the contribution of our people, who directly apply with our policies in practice.

Our Anti-Bribery and Corruption (ABAC) policy lays out our ethical business approach and our zero-tolerance position on bribery and any form of corruption. This policy is communicated to each Lekela staff member as part of our onboarding process, reiterated during periodic refresher training either in a small group, one-on-one setting, or as part of an enhanced programme for high-risk roles. The policy is also communicated to contractors, suppliers and any other partners we may associate with. With external associates, we carry out an additional risk-based due diligence, (which may also include assessment by external risk consultants) to help identify risks to corruption or political exposure. We seek extra security by including contractual protections in our counterparty agreements, as a standard practice.



Human rights protection

Treating people fairly

Respecting human rights is the basis of our work, and this starts with providing safe and fair employment for our workforce. Lekela emphasises this in our Code of Conduct and our Staff Handbook, which are accessible to all employees, where we outline our commitments to dignity at work, mutual respect and freedom from discrimination. We are constantly seeking opportunities to improve our understanding and our efforts as an organisation, now with a dedicated Diversity and Inclusion working group. We have also continued with our gender assessment efforts to ensure our actions match our ambition in achieving equity through female empowerment. We report on the percentage of women in the workforce and in senior management and board positions, the amount of contracts that are awarded to women-owned vendors, and the ratio of female participants of our community investment initiatives. This helps in developing programmes at our project sites to train and equip women with the skills to enter and advance in the workforce.

We also established grievance channels to offer our workforce a safe, secure and confidential means to raise any concerns or report violations to our code and standards of treating everyone fairly and with dignity.

Committing to respect human rights also applies in our host communities. We work to understand the complexities and social challenges that are presented by these communities, and we actively engage with them to identify where we can achieve impact. Some of the areas in which we record and measure our impact are:

- Health, safety and security
- Labour practices
- Community development and investment
- Empowering women and girls
- Responsible land access

Lekela aims to create positive change, so we consult with community representatives before, during and after taking action to support growth and development. We also implement robust community grievance mechanisms at each project site to give members of the community a safe and anonymous channel to raise concerns. Over 2021, we received six minor grievances from communities where we had projects under construction in Senegal and Egypt. These were mostly in relation to construction impacts such as crop damage, and each

grievance was resolved to the satisfaction of all parties within 30 days of receipt. Through sustained support and unrestricted dialogue, we demonstrate our commitment to dignity and integrity while creating desired change.

Mitigating risks of slavery and human trafficking

See how we manage grievances.

[Go to p. 40 →](#)

Lekela stands against modern slavery and human trafficking. The construction sector and some of the regions where we operate are exposed to heightened modern slavery risks, especially when engaging with third-party providers. To combat this we incorporate two-phase risk assessment into our procurement process. A Slavery and Trafficking Risk Template is applied in respect of all first-tier suppliers. We conduct an initial assessment of every provider, followed by an enhanced due diligence review if the assessment demonstrates a 'high-risk' rating. Each year we publish a Transparency Statement detailing how we mitigate these risks. This mechanism is underpinned by labour management plans and key performance indicators (KPIs) that track and record labour and human rights issues, and compliance is monitored by third-party audits.

This year, we held a training session with the Lekela London team to help identify the common and subtle indicators of modern slavery and human trafficking. We also informed the team of the controls Lekela has in place to mitigate these risks when engaging with contractors and other third-parties. With 30 people in attendance both in person and virtually, the training session proved a successful pilot before we expand the training to our project teams across the portfolio. Lekela aims for the entire workforce to have received training on recognising and preventing modern slavery and protecting the human rights of our workforce by the end of 2022.

Lekela's 2025 Commitments

Excellent Standards

Chapter 1

Operational excellence ESG commitments and targets

2025 commitments	2021 performance
Achieve zero harm across the entire group (no LTIs)	0 LTIs across group compared with 0.1 in 2020, and 0.51 in 2019
Achieve compliance with project social action plans and avoid any serious employee grievances	No serious employee grievances and 100% of minor grievances (3) resolved within 30 days

Safeguarding Environment

Chapter 2

Environmental ESG commitments and targets

2025 commitments	2021 performance
Reduce Lekela's emissions per kWh generated by 30% from a 2019 baseline (4.31g* per kWh in 2019 based on Lekela's scope 1,2 and 3 emissions)	We produced 2.58g CO ₂ per kWh generated in 2020** achieving a 40% reduction on our 2019 baseline (4.31)
Achieve no net loss to biodiversity as defined by IFC Performance Standard 6	Currently all projects are compliant with biodiversity plans
Replant more than double the trees removed during project construction	4,436 trees were removed, so far 2,600 have been replanted

* the 3.3 figure from the 2020 report was used erroneously

** 2021 data incomplete by publication date

Just Transition

Chapter 3

Social ESG commitments and targets

2025 commitments	2021 performance
Allocate at least \$5 million towards community initiatives across the portfolio, with all community initiatives covered by independent monitoring and evaluation	\$3.8m spent in 2021, compared with \$2.25m spent in 2020
For our operating plants, maintain a local community workforce of at least 40% and a national workforce of at least 90%	Total operational workforce of 93% from local communities and 55% nationals
Achieve compliance with project social action plans and avoid any serious community grievances	No serious community grievances and over 80% of minor grievances (6) resolved within 30 days

Integrity

Chapter 4

Governance ESG commitments and targets

2025 commitments	2021 performance
Establish a programme that allows employees to contribute towards Lekela's sustainability and community development commitments through voluntary work with the aim of 100% employee participation	Internal engagement undertaken to help design employee sustainability and community development participation programme

Lekela's 2021-2022 Targets

Upholding Standards of Energy Excellence

Chapter 1

Commitments	2021-2022 target	2021 performance	Indicator	Further action
Prioritising H&S Pursuing continual improvements with the aim of achieving zero harm	No LTIs on operational sites for a further two consecutive years	No LTIs on operational sites	✔	Continue focus on LTIs but also measure serious potential incidents that don't necessarily result in injury or illness
	Achieve a total reportable incident rate (TRIR) of 0.8 to significantly outperform current Occupational Safety and Health Administration (OSHA) benchmarks	TRIR of 0 and LTI Rate of 0 per 200,000 hours	✔	Continue focus on TRIR but also measure serious potential incidents that don't necessarily result in injury or illness
	Establish a bi-annual frequency for the HSE Forum	HSE Forum established for all operational sites	✔	Continue running HSE Forum to define hallmarks of best practice across the portfolio
Achieving the highest standards with contractors and partners	No serious employee grievances and 100% of minor grievances (3) resolved within 30 days	Quarterly audits conducted on all operational sites via in-person or remote means	✔	Continue HSE audits into 2022
	In year one, establish an integrated, portfolio-wide vocational training programme with a 40% target for female participation, and in year two achieve 50% female participation	Due to COVID-19 restrictions, vocational training was unable to be established as planned. Training budgets have instead been accrued into 2022	⌘	Use accrued community investment budget to expand vocational training during 2022

Safeguarding the Natural Environment

Chapter 2

Commitments	2021-2022 target	2021 performance	Indicator	Further action
Helping climate change mitigation and adaptation	Continue annual emissions assessments and secure carbon neutrality for Lekela's scope 1, 2 and 3 emissions in 2021 and 2022	Emissions assessment undertaken for Lekela Group's 2020 activity with a 21% reduction on the 2019 baseline	⌘	Continue making progress to reduce emissions baseline
	Undertake climate resiliency assessments for new community projects in each of our countries of operation	Climate resiliency integrated into Lekela's Group Community Investment Strategy and climate resiliency assessments trialled for community projects in Senegal and Egypt	✔	Continue expanding climate resiliency assessments into further areas of operation
Managing our lifecycle impacts	Zero serious environmental incidents and less than six environmental incidents cumulatively per project over two years	Zero serious environmental incidents, and an average of 4 incidents per project	✔	Continue making progress to keep this average below target
	Establish accurate operational water use per kWh generated across the portfolio and evaluate ways in which this can be managed sustainably	This year we reduced our operational water use per kWh generated by 27% (from 0.11 to 0.08l/kWh). We are currently looking at ways to manage and improve on this.	✔	Continue making progress to reduce water intensity of operations
	Establish accurate operational waste per kWh generated across the portfolio and evaluate ways in which this can be managed sustainably	We are currently working to establish a baseline for our waste production	⌘	Continue making progress to establish a waste baseline for operations
Preserving and enhancing biodiversity Lekela commits to upholding IFC Performance Standard 6 for all assets. This means we must avoid impacts on biodiversity, and where avoidance is not possible, pursue adequate mitigation measures and/or establish offsetting to deliver net gains to biodiversity	Undertake two years of post-construction avifauna monitoring at Kangnas and Perdekraal East Wind Farms	Both wind farms are currently being monitored by specialists and consultants, and we have identified no areas of concern	✔	Continue focus on managing biodiversity risks
	Apply the recommendations of Taiba N'Diaye's first annual biodiversity monitoring report (2021), which will consider an adaptive management approach to mitigating the risks posed to vultures	We received the biodiversity monitoring report and with the help of specialists, we developed a Wildlife Management Plan to help identify and manage potential risks to biodiversity and endangered species	✔	Continue focus on managing biodiversity risks
	Start operating a research informed shut-down-on-demand (SOD) programme at West Bakr when operations begin, applying adaptive management to adjust our mitigation approach if required	We established the SOD programme within the Active Turbine Management Plan and are applying recommendations of external auditors, to comply with best practice	✔	Continue focus on managing biodiversity risks

Accelerating the Just Energy Transition

Chapter 3

Commitments	2021-2022 target	2021 performance	Indicator	Further action
Ensuring fair labour practices	No serious grievances from Lekela employees and resolve 100% of grievances within 30 days for two consecutive years	This year we received no serious grievances from Lekela employees; of the 3 minor grievances, 100% were resolved within 30 days	✔	No further action
	No material labour and working condition non-compliance flagged during third-party audits during West Bakr's construction	We received no notices of non-compliance during construction of our West Bakr Wind Farm and the plant became operational in the last quarter of 2021	✔	No further action
Investing in education, enterprise and the environment	Establish schemes in each country of our operations focusing on both the environment and energy	Environment and Energy is a key focus area for our community investment efforts and this year we invested \$300,000 across all project locations	✔	Continue current community investment strategy into 2022
	Support at least 180 jobs and sponsor at least 30 educational bursaries through Lekela's community investment programme	This year we supported 511 jobs and sponsored 140 young people in education with bursaries	✔	Continue current community investment strategy into 2022
Improving gender equality and driving women's empowerment	Achieve an average of 50% participation of women and girls across all community investment initiatives in the portfolio	Out of 82,157 community participants, 42,162 (55%) were women and girls	✔	Continue current community investment strategy into 2022
Engaging with communities	Receive less than 25 grievances in total across two years, resolving 100% within 30 days	Zero serious community grievances and of the 6 minor grievances received, 83% were resolved within 30 days	○	Continue making progress to reduce this number
	Continue quarterly newsletters in Egypt and Senegal	Due to the impact of COVID-19 we adapted the way we inform our communities and began posting a quarterly update on local information boards for the duration of the construction phase	✔	No further action
Accessing land responsibly	For the most impacted farmers, record revenues from participating livelihood restoration programmes (LRPs) in excess of the revenues that were forfeited to the Taiba Wind Farm's construction, for two consecutive years	LRP monitoring and evaluation programme established and underway	✔	Continue monitoring and evaluation programme into 2022

Building a Strong Foundation of Integrity

Chapter 4

Commitments	2021-2022 target	2021 performance	Indicator	Further action
Ensuring robust governance practices	Undertake third-party audit and verification	Third-party consultant provided strategic guidance on Lekela's internal controls	✔	Continue making progress
	Create working groups with regional input to support formalised ABAC risk assessments, performance monitoring, review and reporting	Staff have received training in ABAC and Lekela has established a 2-tier risk-based due diligence assessment which is iterated to all staff during onboarding and periodic refresher training	✔	Continue making progress
Upholding the highest ethical standards when we do business	Continue to embed Lekela's values across company policies and procedures, including Lekela's Code of Conduct with a particular focus on the value of integrity	Environment and energy is a key focus area for our community investment efforts and this year we invested \$300,000 across all project locations	✔	Continue current community investment strategy into 2022
Respecting human rights	Undertake workshops with Lekela business units to understand the capacity of our controls and policies to mitigate human rights risks with a biennial frequency	Additional workshops planned for 2022 now that COVID-19 restrictions have been lifted	⌘	Continue this workstream into 2022
	Undertake engagement across the business to give all employees the opportunity to learn about modern slavery and human rights risks associated with our work	This year our London team participated in a pilot training programme to identify and mitigate the risk of modern slavery. We aim to roll out the training across all sites by the end of 2022	⌘	Continue making progress
	Ensure any first-tier suppliers considered for appointment by Lekela complete the Slavery and Trafficking Risk Assessment as part of our procurement process	Supplier protocol in place to ensure first-tier suppliers are assessed using the Slavery and Trafficking Risk Assessment (no first-tier suppliers appointed during 2021)	✔	Continue making progress

UN Global Compact Ten Principles

Lekela stands in full support of the UN Global Compact's Ten Principles, committing to continuously pursue improvements in human rights, labour, the environment and anti-corruption.

This report describes our actions to continually improve the four areas established by the UN Global Compact, and demonstrates how the Ten Principles are fully integrated into our business strategy, culture and day-to-day operations.

We are pleased to present this report as our fourth communication on progress to our stakeholders. The table directs readers to the sections of the report that apply to each of the Ten Principles.

Applying the Ten Principles

	Principles	Page
Human rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	p. 33; 45-46 →
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	p. 33-36; 46 →
	Principle 4: the elimination of all forms of forced and compulsory labour	
	Principle 5: the effective abolition of child labour	
	Principle 6: the elimination of discrimination in respect of employment and occupation.	
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	p. 22-29 →
	Principle 8: undertake initiatives to promote greater environmental responsibility	p. 34; 39 →
	Principle 9: encourage the development and diffusion of environmentally friendly technologies	
Anti-corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	p. 45 →

Standards of Energy Excellence

Chapter 1

Area	Indicator	Unit measure	2016	2017	2018	2019	2020	2021	
Energy Capacity	Installed capacity	MW	80	360	360	415	768	1,020	
Energy Generation	Energy generated	GWh	152	374	1,264	1,302	1,649	2,744	
H&S (H&S data includes employees and contractors)	Fatalities	#	0	0	0	1	0	0	
	Lost time incident rate	Operations	Incidents per 200,000 hours of work	-	0.00	0.00	0.00	0.00	0.00
		Construction	Incidents per 200,000 hours of work	-	0.00	0.00	0.51	0.10	0.00
	Reportable incident rate	Operations	Incidents per 200,000 hours of work	-	0.00	0.00	0.00	0.00	0.00
		Construction	Incidents per 200,000 hours of work	-	0.66	1.02	1.27	0.40	0.00
	(Sub-) Contractor employees that have undertaken H&S training	%	100%	100%	100%	100%	100%	100%	
Workforce Grievances	Total	# grievances received	-	2	0	10	4	3	
	Serious		-	0	0	0	0	0	
	Minor		-	2	0	10	4	3	

Safeguarding the Natural Environment

Chapter 2

Area	Indicator	Unit measure	2016	2017	2018	2019	2020	2021	
GHG (Greenhouse Gas)	Avoided CO ₂ emissions	TCO ₂ (annual)	144,986	356,866	1,204,233	1,234,371	1,511,619	2,373,469	
		TCO ₂ (cumulated)	144,986	501,852	1,706,085	2,940,456	4,452,075	6,825,544	
	Direct GHG emissions (Scope 1)	TCO ₂ eq	-	-	-	347	1,239.4	**	
	Indirect electricity emissions (Scope 2)	TCO ₂ eq	-	-	-	2,451	1,922.5		
	Other indirect emissions (Scope 3)	TCO ₂ eq	-	-	-	2,581	1,090.9		
	CO ₂ emissions relative to production ⁽¹⁾	gCO ₂ eq/kWh	-	-	-	4.31	2.58		
Water	Water use avoided	m ³ (total)	213,080	524,472	1,769,815	1,791,223	2,004,317	2,930,192	
		m ³ (cumulated)	213,080	737,552	2,507,367	4,298,590	6,302,907	9,233,099	
	Water used/withdrawn	Operations	m ³	-	23	390	276	181	228
		Construction	m ³	-	-	27,110	219,755	9,000	17,287
	Operations water use relative to production	Litres/MWh	-	0.06	0.31	0.21	0.11	0.08	
Waste Production	Non-hazardous	Operations	Tonnes	-	2.0	22.8	20.6	19.9	46.19
		Construction*	Tonnes	-	2.6	10.9	10.1	11.2	5.02
	Hazardous	Operations	Tonnes	-	-	0.7	33.9	1,082.5	542.5
		Construction	Tonnes	-	-	0	23.1	38.8	6.39
Environmental Incidents	Total	#	-	3	9	49	28	28	
	Serious	#	-	0	0	0	0	0	
	Minor	#	-	3	9	49	28	28	
Fines	Environmental fines	\$(US)	\$0	\$0	\$0	\$0	\$0	\$0	

* Accounting for all Lekela emissions (Scope 1-3)
 ** Data not available by time of publication
 *** Construction waste does not include Taiba N'Diaye Wind Farm data

Accelerating the Just Energy Transition









































Chapter 3

Area	Indicator	Unit measure	2016	2017	2018	2019	2020	2021	
Workforce: Lekela	Lekela HQ + Project Company	#	-	-	39	69	83	92	
	Gender diversity by level	Board	%	-	-	12.5%	12.5%	25%	29%
		Senior management	%	-	-	20%	29%	29%	37%
		Total workforce	%	-	-	36%	39%	41%	37%
	New hires	Total	#	-	-	16	21	15	17
		Women	%	-	-	19%	43%	47%	53%
	Environmental and social performance included in employee incentive plans	Y/N	Yes	Yes	Yes	Yes	Yes	Yes	
Workforce: Contractors	Operations	Total	#	28	75	86	98	129	211
		From local communities	%	-	-	-	-	-	52%
	Peak construction	Total	#	-	441	610	1,892	1,067	759
		From local communities	%	-	-	-	35%	33%	26%
Community Investment	Total community investment	Million \$(US)	-	~1.1	2.52	-	2.27	3.83	
	Communities benefitting from investment	#	1	3	4	6	6	8	
Community Grievances	Total	#	-	3	16	178	15	6	
	Serious	#	-	0	0	0	0	0	
	Minor	#	-	3	16	178	15	6	
	Response time	Days		<30	<30	<30	<30	<30	

SDG Index

 Target fulfilled for 2021 and on track for 2022
  Target in progress for 2022
  Target unfulfilled

Lekela's impact on the SDGs in 2021

Section	Commitments	2021 target	Indicator	SDG target
Energy Excellence Go to section 1 →	Prioritising H&S	Operational LTIs		8.8  Protect labour rights and promote safe and secure working environments
		Total reportable incident rate		
		H&S Forum		
	Achieving the highest standards with contractors and partners	Group-wide transportation and driving policy		Protect labour rights and promote safe and secure working environments
		West Bakr Wind Farm contractor training		
Environment Go to section 2 →	Helping climate change mitigation and adaptation	Emissions assessment		13.3  Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
		Climate resiliency considerations in community investment strategies		
	Managing our lifecycle impacts	No serious environmental incidents		12.2  Achieve the sustainable management and efficient use of natural resources
		Avoiding water usage		6.4  Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity
	Preserving and enhancing biodiversity	Biodiversity mitigation measures		13.3  Take urgent and significant action to reduce the degradation of natural habitats, the loss of biodiversity, and prevent the extinction of threatened species
		Feeding programme for hooded vultures in Senegal		
	Research regional climatic conditions and bird migration in the Gulf of Suez			
Just Transition Go to section 3 →	Ensuring fair labour practices	Lekela employee grievances		8.8  Protect labour rights and promote safe and secure working environments
		Labour spot checks at new construction sites		
	Engaging with communities	Community grievances		10.3  Ensure equal opportunity and reduce inequalities of outcome
		Community newsletters in Egypt and Senegal		10.2  Empower and promote the social, economic and political inclusion of all
	Investing in education, enterprise and the environment	Environment-related community investment initiatives		4.4  Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education
		Job and educational bursary support		8.6  Substantially reduce the proportion of youth not in employment, education or training
	Accessing land responsibly	Monitoring and evaluation programme		1.4  Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services
Improving gender equality and driving women's empowerment	Gender assessment		5.1  End all forms of discrimination against all women and girls everywhere	
Integrity Go to section 4 →	Ensuring robust governance practices	Internal control audit		16.5  Substantially reduce corruption and bribery in all their forms
		Risk assessment and management		
	Upholding the highest ethical standards when we do business	Employee values		Substantially reduce corruption and bribery in all their forms
	Respecting human rights	Human rights workshops		13.3  Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking
		Human rights and modern slavery training		
	Risk registers			

We appreciate your feedback

For any comments or enquiries please contact:

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