

2017 Sustainable development Report



PROVIDING ACCESS TO ESSENTIAL LIFE SERVICES





A LEADING
INDUSTRIAL GROUP IN WEST AFRICA

(2017)
SUSTAINABLE DEVELOPMENT REPORT

.....
Director of Publication :
Marc ALBEROLA

CSR coordination :
Maud DANIEL FEDOU
Marine de KERROS
Georges AMAN

.....
Front cover : Glanum | **Design and layout :** BeDevelopment
Translated from French : by Labrador Translations
Photo credits : Eranove, Cie, Sodeci, Ciprel, SDE, KER, Club ORAS, Bedevelopment

Print run : 50 copies
Copyright © Juin 2018 ERANOVE
www.eranove.com

This document was printed in Côte d'Ivoire on environmentally-friendly paper sourced from sustainably-managed forests.

Table of content

Editorial	6
CHAPTER 1	
GOVERNANCE-BASED COMMITMENT	10
A. DECISION-MAKING WITH STRONG GOVERNANCE BODIES	12
1. The Board of Directors	12
2. The Board Committees	13
3. Committees reporting to the CEO	14
B. LONG-TERM ACCOUNTABLE GOVERNANCE	14
1. Management which reflects cultural realities	14
2. Circle-based structure	15
C. PLACING ETHICS AT THE CORE OF OUR GOOD GOVERNANCE SYSTEMS	16
D. ASSESSING AND CERTIFYING OUR MANAGEMENT SYSTEMS	19
1. Certifying our QHSE processes	19
2. Committing to sustainability processes	21
CHAPTER 2	
PROVIDING ACCESS TO ESSENTIAL LIFE SERVICES	22
A. IMPROVING THE PERFORMANCE OF FACILITIES	24
B. SUSTAINABLE DEVELOPMENT OF PRODUCTION CAPACITY	27
C. EXTENDING ACCESS TO THE MOST VULNERABLE COMMUNITIES	30
D. DEVELOPING INNOVATIVE SERVICES	32
CHAPTER 3	
PRESERVING THE ENVIRONMENT AND ADDRESSING CLIMATE CHANGE	34
A. STREAMLINING RAW MATERIAL CONSUMPTION	36
B. ENCOURAGING CUSTOMERS TO CONSUME IN A SUSTAINABLE MANNER	38
C. CONTROLLING WASTE	40
D. FIGHTING CLIMATE CHANGE	45

CHAPTER 4	
DEVELOPING HUMAN CAPITAL	48
A. PROMOTING FAIR AND SUSTAINABLE EMPLOYMENT	50
1. Respecting national and international laws	50
2. Supporting local recruitment and sustainable employment	50
3. Fighting discrimination	51
4. Motivating performance	53
5. Promoting the employment of young people	53
6. Encouraging social dialogue	54
B. ENSURING SOCIAL PROTECTION FOR OUR EMPLOYEES	55
C. ENSURING OCCUPATIONAL HEALTH AND SAFETY	57
D. INVESTING IN TRAINING	59
CHAPTER 5	
CONTRIBUTING TO LOCAL DEVELOPMENT	62
A. DEVELOPING BALANCED PUBLIC-PRIVATE PARTNERSHIPS	64
B. RESPONDING TO PUBLIC HEALTH ISSUES	64
C. FOSTERING CLOSER RELATIONSHIPS	66
1. Participating in the development of host communities	66
2. Placing the customer at the core of the organizations	69
D. PROMOTING OUR SUSTAINABILITY APPROACH AMONG OUR PARTNERS	74
APPENDIX	70
APPENDIX I Grenelle II cross-reference table	77
APPENDIX II Gri cross-reference table	79
APPENDIX III Methodological note	82
APPENDIX IV Performance indicators 2015 to 2017	88
APPENDIX V Report from the independent third-party organization	97



EDITORIAL

The Eranove Group in Africa, for Africa and through Africa...

Marc Albérola,
CEO of the Eranove Group

If Africa is to find a swift solution for access to essential life services (water, electricity, training, information, etc.) it is **in Africa** that the solutions must be designed and developed, but without a pre-determined model. Each country has its own specific features and concerns. Therefore, to find appropriate solutions, care must be taken not to simply copy a model or best practices from one country – even an African country - to another.

Such is the strong conviction of our Group, that for several decades it has been performing public service management contracts in Côte d'Ivoire and Senegal, innovating in energy production, energy efficiency, access to training and information, etc. and for several years it has been providing expertise and consulting services in the Democratic Republic of Congo. It has also been involved in hydroelectric power plant projects in Mali, Gabon and Madagascar, etc.

Our Group is also different because it is committed **to Africa** and is convinced that long-term performance is only possible if people and the environment are respected. The Eranove Group engages in public-private partnerships which respect all stakeholders, without any desire to impose its own terms. Its only aim is to provide essential services, water and electricity, to as many people as possible and under the best conditions.

This societal commitment can be perceived as a limitation, but for the Eranove Group, it is a strength, which has had convincing and undeniable results. The combined cycle implemented by CIPREL, the first independent power producer in Côte d'Ivoire, ensures both effectiveness and cleaner energy production. La Sénégalaise des Eaux (SDE) was instrumental in the city of Dakar being awarded the World Bank prize for the performance of its water network, and in Senegal meeting the Millennium Development Goals for water. CIE and SODECI support generous, ambitious social policies for their employees and societal initiatives for local populations; these have had a positive impact on human development, making waves in Côte d'Ivoire and beyond.

These are just a few examples, but they demonstrate the operational rigor of the Eranove Group, the commitment of all of its employees, the support of its shareholders and the trust of its stakeholders.

Providing access to essential life services is a thrilling challenge in Africa. It affects the well-being of populations and the future of the continent. Africa needs these services to meet its challenges in the fields of development, employment, industrialization, etc.

The Eranove Group is perfectly aware of contemporary demands, and the Group is also convinced that these challenges can and will be overcome **by Africa**.

Pan-African authorities, political will and African capital want to move together in the same direction. The Eranove Group is helping to build this consensus which permits optimism and which is at the heart of this ongoing African success story. Our 9,000 employees embody this African dynamic, and we develop talent through training, by decentralizing responsibility among the various subsidiaries and by sharing experience and digitalizing processes. This ecosystem of networked skills ensures good performance. Employee shareholding and private African capital are the other two facets of this inclusive industrial strategy.

This Sustainable Development Report¹ is a testimony, verified by an independent third-party organization², of the Group's commitment to long-term performance on multiple levels: economic, social, financial, technical, human, environmental, customer and societal.

Happy reading !

1- In respect of fiscal year 2017, published in 2018
2- According to the requirements of the French Grenelle II Law, with which the Eranove Group has voluntarily decided to comply

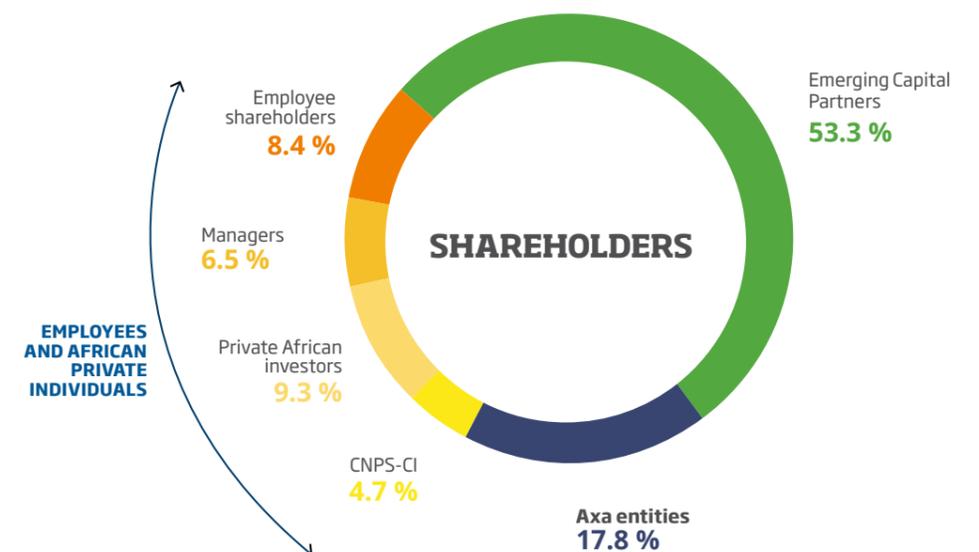
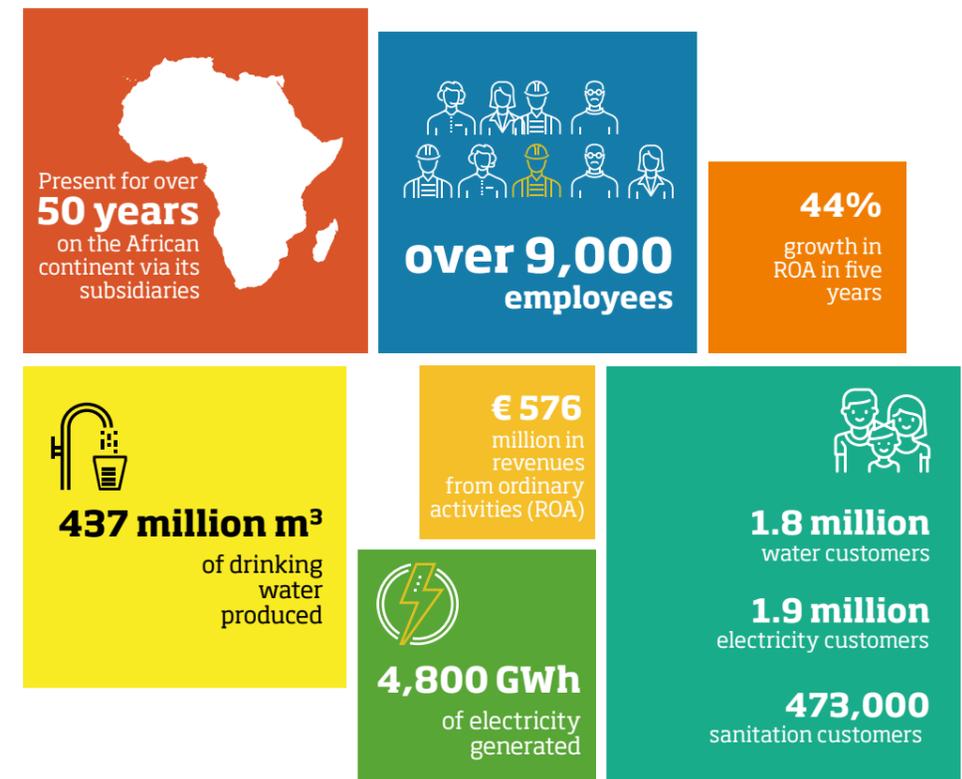


The ERANOVE Group, a key player in the water and electricity sectors

The Eranove Group is a pan-African platform which manages public services and produces water and electricity.

The Eranove Group is an industrial group which has its head office in Paris and operations throughout Africa.

The Eranove Group develops tailored, innovative solutions which help to make essential services accessible to as many people as possible, in accordance with international sustainability standards.



Contribution to the Sustainable Development Goals

Through its activities and commitments, the Eranove Group plays a direct role in attaining 7 out of the 17 Sustainable Development Goals established by the United Nations in 2015.



Our values, sources of innovation

Performance

Managers of Eranove and its subsidiaries are incentivised based on a strategic roadmap, aligning their interests with the Group's. Employees of the Group's public service companies hold shares in the Group and/or their company through mutual funds.

Skills

The Group is composed of a wide array of African skills. Eranove prides itself on being multicultural, multigenerational and promoting gender balance and ongoing skills development. All of these fundamentals constitute the Group's best assets.



Responsibility

The group is mindful of its social and environmental impact and promotes ISO 26000-based assessment of its subsidiaries. Its approach is based on the transfer of knowledge and values in order to raise the awareness of its customers, partners and employees on sustainable development issues, to protect the sustainability of our companies and of our stakeholders.

Creativity

The Group displays suitable and structured ongoing progress, creativity and innovation. Our creativity benefits both customers and employees by bringing them increased satisfaction, ease and security.

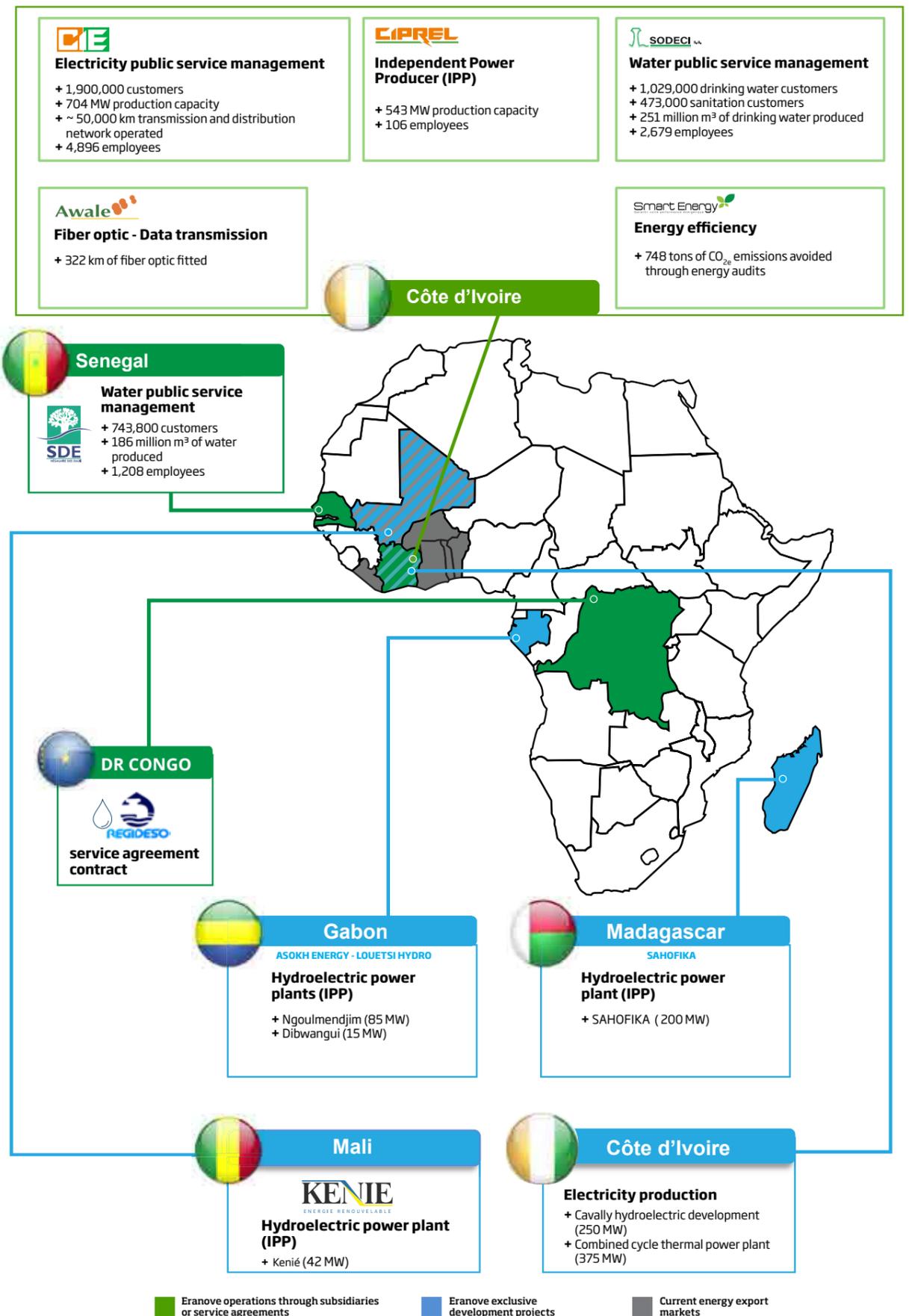
Africanity

African culture permeates Eranove's model, structure and mindset. Mutual aid, sharing, solidarity and responsibility are at the heart of our model, represented by a social policy which offers solidarity funds, savings and loan co-operatives and health insurance for retirement.

Rigour

The Group's governance bodies ensure that our practices are transparent and precise. Eranove also endorses the financial rating of its companies, and compliance with international security, quality, environment and social standards, primarily the ISO and OHSAS reference frameworks.

Our track record in managing public services and producing water and electricity



CHAPTER 1

GOVERNANCE-BASED COMMITMENT



An efficient management system which embodies African culture

Strong governance bodies

Ethics at the core of our good governance systems

ISO 9001
OHSAS 18001
and ISO 14001

certified QHSE management system



1,141

people

received anti-corruption training in 2017

A circle for each business line to promote sustainability

A. DECISION-MAKING WITH STRONG GOVERNANCE BODIES

Thanks to the responsible governance experience of Emerging Capital Partners (ECP), an investment fund manager and one of Eranove's key partners, **the Eranove Group has implemented a governance system**

which complies with international practice promoted by socially responsible investors.

This system comprises six committees, three of which report directly to the Board of Directors.

1. The Board of Directors

ROLE

The Board of Directors develops the Group's policies and ensures that these policies are implemented. Its focus is the main strategic, economic and financial policies.

Composition at 12/31/2017

The Eranove Group's Board of Directors is chaired by Mr. Vincent Le Guennou, co-CEO of Emerging Capital Partners (ECP), and has seven members :

- + Jean-Marc Simon, ECP FII Finagestion SARL ;
- + Brice Lodugnon, Emerging Capital Partners (ECP) ;
- + Julien Gailleton, AXA Group ;
- + Philippe de Martel, AXA Group ;
- + Mansour Mamadou Cama ;
- + Marc Albérola, CEO Eranove SA ;
- + Eric Tauziac, deputy CEO Eranove SA.



Mr. Vincent LE GUENNOU Chairman of the Eranove Group (left) and Mr. Marc ALBEROLA, Chief Executive Officer of Eranove SA

2. The Board Committees

Role and composition of the committees as of December 31, 2017



ROLE :

The Strategy Committee advises and assists the Board of Directors with its main strategic and operational guidelines, and in particular supports its decision-making preparations. The Strategy Committee meets at least quarterly, and as often as required in the event that projects exceed the limits initially defined.

COMPOSITION :

The Strategy committee comprises four of the Company's Directors. It is chaired by Mr. Marc Albérola, CEO of Eranove Group, and its members include Mr. Brice Lodugnon, Managing Director of ECP, Mr. Philippe de Martel, Global Head of Corporate Finance at Axa, Mr. Julien Gailleton (Axa) and Mr. Eric Tauziac, Deputy CEO of the Eranove Group.



ROLE :

The role of the Audit Committee is to monitor issues relative to the drawing up and control of accounting and financial data, and to ensure the effectiveness of internal risk monitoring systems in this area.

COMPOSITION :

The Audit Committee comprises three members, one of whom is selected from the independent members of the Board of Directors, at the proposal of the Appointments Committee. The Board of Directors appoints its Chair. It does not have an executive director.

The Audit Committee is currently chaired by Mr. Brice Lodugnon, Managing Director ECP. Its members include Mr. Marc Albérola, Mr. Eric Tauziac (respectively CEO and Deputy CEO of the Eranove Group), and Mr. Philippe de Martel, Global Head of Corporate Finance at Axa.



ROLE :

The main role of the Compensation Committee is to assist the Board of Directors in setting and regularly reviewing all of the compensation and benefits allocated to the Company's executive directors.

The role of the Appointments Committee is to assist the Board of Directors in selecting members for the executive bodies of the Group and of its subsidiaries.

These committees meet as often as required, and will always meet at least once a year, prior to the meeting of the Board of Directors.

COMPOSITION :

The Compensation and Appointments Committees comprise two members, one of whom is selected from the independent members of the Board of Directors. They do not have an executive director.

3. Committees reporting to the CEO

As of December 31 2017 :



ROLE :

The Operations Committee is a decision-making body where the CEOs of the Group's companies present their action plans for improving their operational, social, environmental and contractual performance, and the advancements achieved in strategy implementation for each subsidiary. It also discusses performance improvement benchmarks.

COMPOSITION :

The Operations Committee is chaired and led by the CEO of the Eranove Group Mr. Marc Albérola. Its members include Eranove Deputy CEO Mr. Eric Tauziac, Mr. Mamadou Dia, Group Director of Water and Sanitation, Mr. Ralph Olayé, Development and Project Management Director, the CEOs of the subsidiaries and of the GS2E EIG, Mr. Daniel Sampah, CEO of AWALE, Mr. Abdoul Ball, CEO of SDE, Mr. Basile Ebah, CEO of SODECI, Mr. Dominique Kakou, CEO of CIE, Mr. Bernard N'Guessan Kouassi, CEO of CIPREL, Mr. Zahalo Silué, CEO of Kénié Renewable Energy and Mr. Sylvestre Sem, CEO of GS2E.



ROLE :

The Management Committee is the body that oversees the economic and financial results of Eranove Group entities. Each company in the Group has its own Management Committee.

Its role is to:

- + set-up financial planning for the subsidiaries (business plans, five-year plans, budgets, updates);
- + monitor and analyze the results and main components of each subsidiary's balance sheet under local standards and IFRS;
- + manage the main options for approving the subsidiary financial statements (both quarterly and annually);
- + set out and monitor corrective actions where results are not in line with those forecast;
- + promote feedback on best economic and financial practice between companies in the Eranove Group.

COMPOSITION :

The Eranove Group Management Committee members include: the CEO, Mr. Marc Albérola and Deputy CEO Mr. Eric Tauziac, together with the CEO of each company and his/her staff with economic and financial roles (Deputy CEO, Secretary General, CFO etc.).

Specifically, the recommended principles are as follows :

- + The regional offices are structured around four key functions (administrative, sales and marketing, technical and inventory), with no hierarchical link between them. They all report to a regional director. Within this structure, women are prioritized;
- + Some managerial roles were cut to promote the sharing of information, increase the delegation of powers and self-management, and to aid decision-making;
- + Community pressure has been counterbalanced both by instilling a principle of straightforward management based on cross-project internal control, and by creating various social funds. These social funds have strengthened solidarity

links, and have played a key role in maintaining a positive social environment and instilling a corporate mindset;

- + At all levels, employees receive tailored budgetary management training.

Thanks to this empowerment at local level, all employees are involved in the management of the Company: they assume responsibility on the Company's behalf, create and analyze steering indicators, and learn how to anticipate.

Over 40 years later, this **intercultural and decentralized managerial model, which promotes accountability**, still forms the foundations of the Eranove Group. It drives every employee in their day-to-day decision-making and has enabled the Eranove Group to become a leading pan-African player in the water and electricity sectors.

2. Circle-based structure

“ The introduction of business circles as governance tools at Eranove is part of the Group's strategy to balance respect for best international practice with the concerns specific to each company. ”

These business circles are places to have discussions and share experiences, which can lead to proposals for cross-business projects, promoting continuous improvement. They are made up of liaisons from each subsidiary, and are led by a business expert from the parent company. Business circles meetings take place according to the needs of each circle, alternating between plenary meetings, external events, informal communications and individual work.

At the end of 2017, there were seven business circles.

Future circle

Aims to identify areas of growth potential for the

Group and aims to develop a long-term innovation strategy within the Group companies.

Internal control circle

Aims to improve the subsidiaries' risk management policy by implementing an internal control system.

Human resources development circle

This circle helps each entity work towards achieving the Group's human capital development ambitions, taking into account the specific features of each entity.

Sustainable development circle

Promotes sustainability culture within the Group, determines non-financial reporting and ensures the visibility of the achievements and commitments of each entity.

Finance circle

Aims to bring together the Group's Finance teams, identify areas for skills improvement and circulate technical skills within each subsidiary.

B. LONG-TERM ACCOUNTABLE GOVERNANCE

1. Management which reflects cultural realities

The Eranove Group's governance draws on the strong management approach instilled within SODECI by Marcel Zadi Kessy in the early 1970s, which has been duplicated within CIE since 1990. For Mr. Kessy, who was to take over management of SODECI, then CIE,

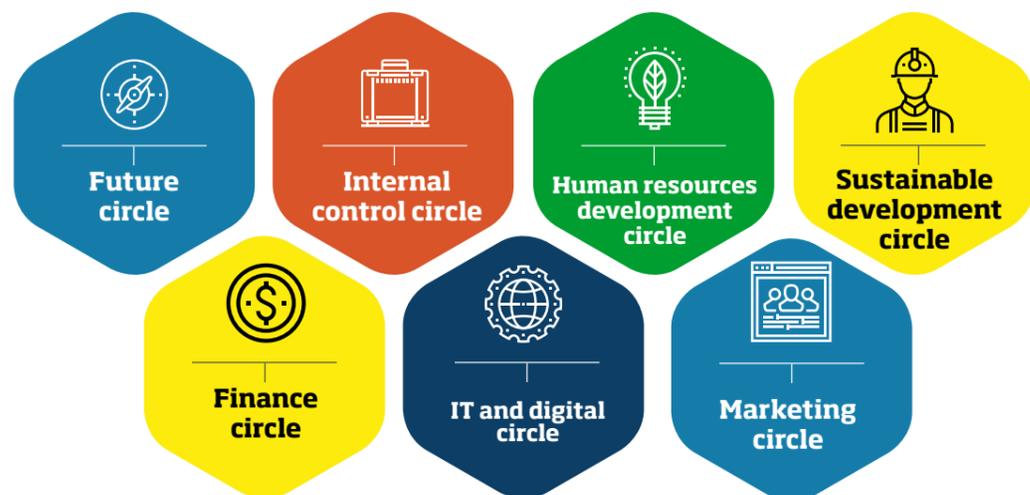
“ managing a company in Africa required the African socio-cultural environment to be taken into account and the use of motivation methods linked to local cultural values. ”

IT and digital circle

Consolidates and develops skills around new know-how and technologies. This circle supports value-creation in the businesses and promotes the digital transformation of the subsidiaries.

Marketing circle

The aim of this circle is to maximize the level of customer satisfaction, particularly in the Group's public services companies.



C. PLACING ETHICS AT THE CORE OF OUR GOOD GOVERNANCE SYSTEMS

Since 2010, at the impetus of the CEO, **ethics has been at the heart of Eranove's governance system.** Each of the Group's operating companies has rolled out an ethics management framework and drafted a code of ethics incorporating the company's mindset, credentials and key values. The purpose of this code of ethics is to ensure compliance with universal human rights principles, and to contribute to combating corruption and fraud. It helps to promote respect for customers and ethical compliance in relations with suppliers and sub-contractors. It also supports the professional approach of our employees and their exemplary behavior within the market.

The ethics management framework covers :

- + Corruption risk mapping to identify high-risk activities, rate the potential impact and likelihood of each risk materializing;

- + An ethics training plan initially delivered to managers and then gradually extended to all employees;
- + A three-year action plan placed under the responsibility of an Ethics Committee set up in each department;
- + Internal awareness-raising through widespread use of internal communications media (posters, office policies, calendars, ethical action guide, publications in monthly newsletters etc.);
- + A code of conduct for each business outlining examples of good and bad practice;
- + A whistleblowing system for reporting ethics alerts via an " ideas box ", e-mail, toll-free number or via a web form available directly from the website.

The aim is for these systems to achieve the ISO 37001 certification for anti-bribery management systems. In



€74,565

spent on anti-corruption initiatives



1,141

employees

attended ethics training and awareness-raising, i.e. 13% of the total headcount and 3.5 times more than in 2016

a first step towards this goal, the CIE consolidated its image as a pioneer in Africa by having its compliance management system assessed according to ISO 19600 in April 2017.



Focus

THE SODECI ETHICS AWARENESS STRATEGY

At SODECI, ethics are driven by exemplarity and involving all employees as agents and ambassadors of best practice.

To do this, SODECI uses awareness-raising tools suitable for each career stage of company employees:

- + For new employees, the PACTE pathway - adoption of ethics concepts and terms pathway - introduces all new employees to the 12 values of SODECI, its anti-corruption policy, and, in the event of behaviors which infringe these values, the penalties in place and the whistleblowing system. At this time, new employees also receive the SODECI code of ethics in the form of a mini flipchart for their desk;
- + Every two months, an «ethics dilemma» is displayed via the intranet, when the company's computers are turned on. These dilemmas are based on practical situations in line with the Charter's 12 values. Around four weeks later, the Ethics Committee reveals the correct response to the situation.

The SODECI Ethics Committee organizes yearly visits in each regional department to ensure the ongoing and complete involvement of the Departments in raising awareness locally via decentralized ethics sub-committees.



Focus

CIE, COMPLIANCE MANAGEMENT PIONEER IN AFRICA

As part of the implementation of its strategic plan, the CIE has set for itself the objective of having additional ethics and compliance assets. To do this, it is auditing its compliance management systems against the ISO 19600 standard, evaluating its commitment to adhering to current legislation, organizational standards, good corporate governance standards, ethics and the expectations of interested parties.

The verification audit conducted by ETHIC INTELLIGENCE took place from April 18 to 20, 2017 and concluded that the entire audited scope was compliant. This scope covered:

- + Prevention of corruption, conflicts of interest and fraud;
- + Professionalism at work, integrity and respect for people;
- + Environmental protection.

The awarding of the certificate on September 8, 2017 was an opportunity to raise awareness among CIE's senior management of the consequences of corruption.

This gesture certainly makes CIE one of the first African companies to be ISO 19600 assessed, putting it firmly on the path to ISO 37001 certification for its anti-corruption management system.



D. ASSESSING AND CERTIFYING OUR MANAGEMENT SYSTEMS

1. Certifying our QHSE processes

“ The Eranove Group decided to launch a Quality, Safety and Environment management system in 2008 at the drinking water production plant in Ngnith, Senegal. It was one of the first groups to set up a triple certification process in Africa. ”

action plans is incorporated into the objectives of the operating companies' managers.

The end of 2016 and 2017 saw the migration to and auditing of the systems according to the new standards ISO 9001 and ISO 14001, versions 2015 at CIE, SODECI, SDE, CIPREL and GS2E.

The CIE continued to extend its certification scope with an initial ISO 9001 certification from the Electricity Training Center (CME) and the performance of a QSE diagnostic on three new departments (DEG – General research department, DCAPSOPP – Central Department for the Administration of Personnel, Social Policy and Professional Organizations and DDRH – Human Resources Development Department).

SODECI continues to roll out the drinking water production department's QSE plan in Abidjan, incorporating new plants in Abatta, Niangon 2 and Bonoua. It also continues to roll out the SOCA's (Société des Compteurs Africains) QSE plan.

Each of the Group's operating companies implements the International Organization for Standardization's ISO 9001 quality standard and the ISO 14001 environmental standard, as well as the OHSAS 18001 health and safety standard from the British Standard Occupational Health and Safety Assessment Series. The French certification body AFNOR conducts regular audits to renew certifications.

Certification programs form an integral part of the Eranove Group's management system, and are crucial to meeting its economic, societal, social and environmental objectives. Compliance with the QHSE

CERTIFICATION TABLE(SCOPE, INITIAL CERTIFICATION DATES, CERTIFICATION TYPES)	AFNOR ISO 9001 ¹		AFNOR OHSAS 18001 ¹		AFNOR ISO 14001 ¹		AFNOR AFAQ 26000	
	Quality	Initial certification:	Occupational health and safety	Initial certification:	Environnement	Initial certification:	Social responsibility (Current level)	Initial certification:
CIE Interconnected production, transmission and energy	Power production	2001	2007	2010	EXEMPLARY	2014		
	Energy movement, transmission and telecommunications		2014	2014	-	-		
CIPREL Management of construction projects for power production infrastructure, using and maintaining this type of infrastructure		2004	2009	2009	CONFIRMED	2013		
SDE Full scope	Full scope		2010	2010 (excluding Khor factory)	EXEMPLARY (EXCLUDING KHOR FACTORY)	2012		
	Initial certification scope	2002	2006 (Ngnith factory)	2008 (4 water production plants (KMS, Ngnith, R. Toll and Méthé), Laboratory and Central				
SODECI Abidjan production units		2000 ³	2015	2015	-	-		

3- This table highlights triple certification. Please note that SODECI's Quality certification scope is broader (all scopes, excluding operations and sanitation).
4- Most recent certificates issued in accordance with 2015 version
5- Most recent certificates issued in accordance with 2007 version
6- Most recent certificates issued in accordance with 2015 version

In 2018, the Eranove Group will maintain the progress made and increase the scope of entities certified, following a plan implemented in all operational subsidiaries.

At SODECI, the following are planned:

- + QSE certification for the Maintenance department and the Research and Works department;
- + Quality certification for the Sanitation department and the Sales and Customer department;
- + Beginning of the Quality certification process for the regional Departments of Abidjan and the five drinking water plants inland (Aboisso, Bouaké, Man, Yamoussoukro and Korhogo).

CIE intends to have the following departments Quality certified: the DBCGCI (Budget and Management Control and internal control department), the DP (Real-Estate department) and the DAMT (Occupational Health division). It also plans to roll out the CME (Electricity Training Center) certification process to safety and the environment.

Finally, the SDE (plants and buildings) and the Real-Estate department of CIE are committed to ISO 50 001 certification for energy efficiency, with CIE aiming to undergo Level 1 evaluation during 2018.

These ambitious plans are supported by a major training program. In 2017, mainly for the CIE, SODECI, GS2E and AWALE scope:

- + 467 employees received initial QSE training;
- + 81 employees received training on the requirements of QSE standards;
- + 63 executives, process managers and QSE managers trained in managing the processes;
- + 24 employees trained in Quality, Safety and Environment through a course for internal auditors based on new reference frameworks;
- + 20 employees trained in ISO 26000 for CSR.

Each session included a module on environmental protection, and on estimating factors and impacts..



Focus

CIPREL AND SODECI, WINNERS OF THE 2017 IVORIAN QUALITY AWARD (PRIX IVOIRIEN DE LA QUALITÉ)

The Ivorian quality award was introduced over 10 years ago by the Côte d'Ivoire government to promote «the culture of excellence and quality of service and products in companies».

This year, CIPREL and the Abidjan Production department (DPA) of SODECI were awarded second and third prizes respectively by the Minister for Industry and Mining at a ceremony held on November 17, 2017. These awards recognize quality in power production and drinking water services, bearing witness to the vitality of management systems which are resolutely focused on continued improvement.

2. Committing to sustainability processes

Since 2015, at the impetus of Eranove SA, all the companies in the Group are monitoring their sustainability indicators across a scope of indicators representative of the impact of their operations.

“ To ensure the transparency, completeness and accuracy of this monitoring, Eranove has voluntarily chosen to design its sustainability reporting and have it approved according to the French Grenelle II Law. ”

Since the fiscal year 2016, sustainability reporting has been included in the management cycle of the companies. Environmental, social and societal indicators for CIE, SODECI, SDE and CIPREL are now presented at the meetings of the Board of Directors held to approve the financial statements, prior to the presentation and approval of the consolidated non-financial scope of the Eranove Group.

Therefore, the whole of the Eranove Group will be instrumental in opening up both management information and environmental, social and societal information.

At the same time, building on the QSE certification process already begun and to further its sustainable development initiative, the Eranove Group is encouraging its operational companies to be more socially responsible according to ISO 26000 of the International Organization for Standardization (ISO) which sets guidelines and targets in the field.

CIE (power production scope) and SDE (entire scope excluding Kohr factory) were rated as «exemplary level»; CIPREL (across its entire scope) was rated at a «confirmed level».

The DPE – the power production department of CIE, which was initially rated as «confirmed level», successfully completed its renewal sustainability

evaluation in 2017, receiving an «exemplary» rating. This rating is a reward for its approach and actions in partnership with stakeholders in the field of hydroelectric and thermal power plants.

After the DPE, the DME – energy movements department - will draw up and implement a sustainability action plan. The same applies to the DTET – Transport and Telecommunications department, which will launch its sustainability initiative in 2018.



Framework and orientations of annual sustainability reporting

Configuration of the software for the reporting system

Sustainability data collection and entry by each company

Consolidation of entries and internal pre-audits

Preparation of the Group's Sustainable Development Report

Verification of the reporting data by an independent third-party organization

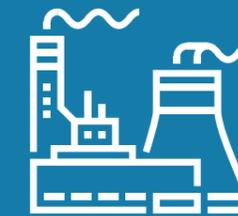
Submission of the non-financial indicators to the Board of Directors of each company

Submission of non-financial reporting to the Group's Board of Directors

Publication of sustainable development reports

CHAPTER 2

PROVIDING ACCESS TO ESSENTIAL LIFE SERVICES



1,247 MW
of electrical
production
capacity in
operation

437 million
m³ of drinking
water
produced

1.9 million
customers
receiving
electricity

over of
252,000
new
connections

under conditions suitable
to people on
low incomes

1.8 million
customers
receiving
drinking water



over 473,000
customers
benefiting
from sanitation
services

A. IMPROVING THE PERFORMANCE OF FACILITIES

The Eranove Group believes that making electricity and water available to the largest possible number of people requires high-quality operation and maintenance of production, transmission and distribution infrastructure and a development of the client relationship.



Over five years, the total number of customers rose **9%** on average per year, a **40%** increase since 2013.



Water and electricity production efficiency stable since 2013 despite an increase in the volumes of water and electricity produced (**20%** and **16%** respectively over the same period).

Within the following segments :

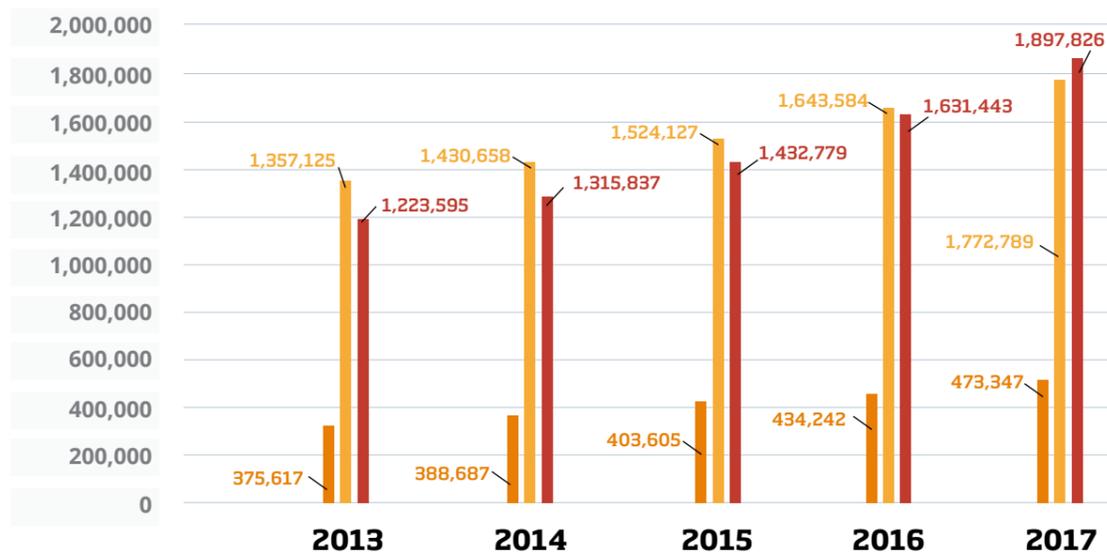
- + **Electricity production**, performance is measured notably by availability rates of the production plants: 96% for CIPREL and 94% for CIE⁸.
- + **Electricity distribution**, the total efficiency of the national Côte d'Ivoire network improved by 8.3% between 2012 and 2017 (74% to 80.2%), primarily due to stronger maintenance measures and anti-fraud measures implemented by CIE;
- + **Drinking water production**, the internal efficiency of the plants (treated/untreated water) is measured: for SODECLI the rate is 98.6% and for SDE it is 96.1%;
- + **Drinking water distribution**, the indicator monitored is the network efficiency (billed water/drinking water produced): it is 73.5% for SODECLI and 80.9% for SDE;
- + **Telecommunications networks**: 322 km of fiber optic installed in 2016 – 2017.

“ Over the past five years, the Group has enhanced its performance both in the drinking water and electricity sectors. ”

The number of customers has increased from 1,357,125 to 1,772,789 (31% rise) in the water sector, and from 1,223,595 to 1,897,826 (55% rise) in the electricity sector. Therefore, at the end of 2017, the Eranove Group was providing water to nearly 13.5 million people, and electricity to 10.3 million people⁷.

Graph showing the increase in customers

Number of sanitation customers - Number of water customers - Number of electricity customers



8- Availability outside programmed maintenance

7- Calculation assumptions: in Côte d'Ivoire: 5.43 people per household (RGPH census data 2014) – Senegal: 10.7 people per household (data from Artelia study for SONES 2015)



Focus

REGULATING WATER PRESSURE TO REDUCE LOSSES IN THE SDE NETWORK

In Senegal, after the Sacré Cœur pilot site in 2015, the «RR2 Dakar 2» and «Ngor Almadies» sites in 2016, which led to a gain of over 2,200,000 m³/year without any complaints of lack of water or service disruptions, in 2017, SDE continued the regulation and sectorization project in the city of Dakar. This project, which aims to optimize pressure to preserve the plants and meet consumer needs involved the following:

- + Large inlets of the water supply pipes for Lac de Guiers (ALG 1 and 2) which serve the city of Dakar;
- + Large inlets on the backflow from Point Y reservoir which serves the urban area of Dakar;
- + The main departures from the sectorized areas of Dakar city center.

This vast project, part of emergency program no. 2 to secure the drinking water supply in Dakar from 2016-2017 was 95% complete at the end of 2017.

These works:

- + Modernize the infrastructure;
- + Manage the network;
- + Correct network structure faults;
- + Improve service in several deficient areas.

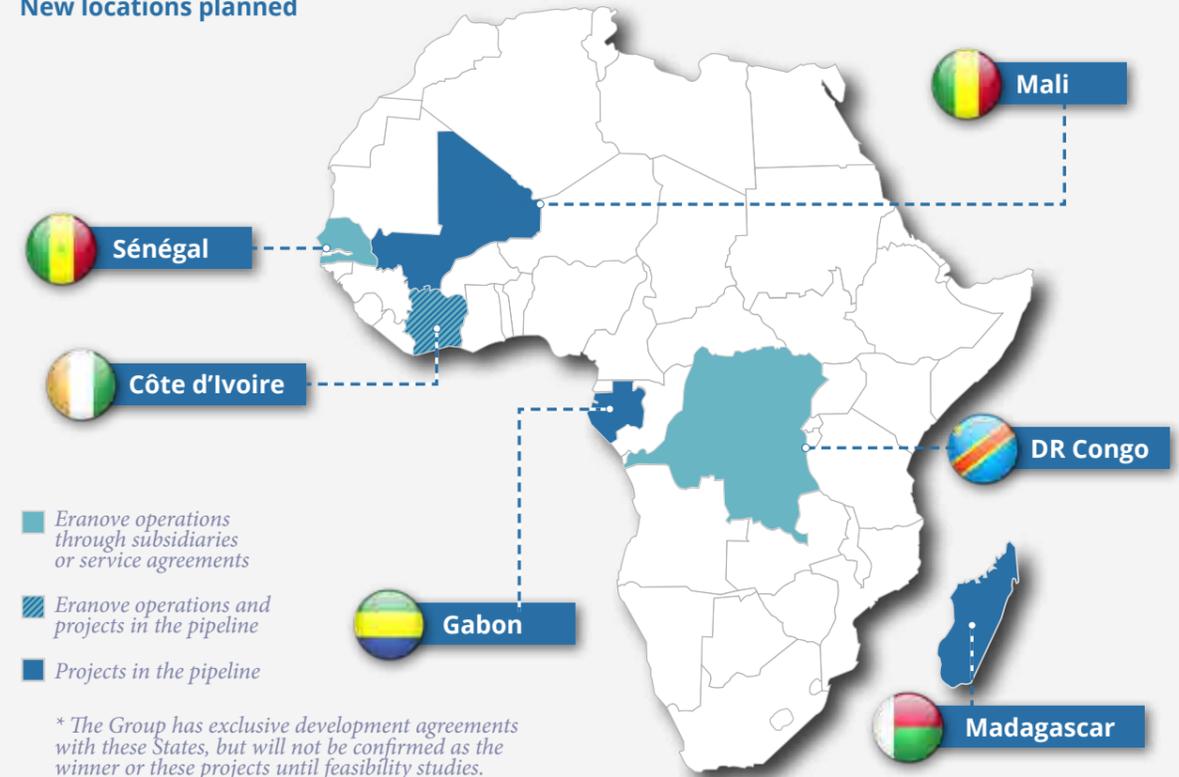
As regards hydraulics:

- + On the conveyance axis on the lac de Guiers, savings of 4,155 m³/day or 1,516,575 m³/year were secured across all modulated inlets with a net improvement in service;
- + On the backflow axis of the «point Y» reservoir, savings of 118 m³/day or 43,330 m³/year were achieved with full control and improved service in critical areas;
- + In sectorized areas, the modulation improved night-time service in some areas.

In total, this vast program will result in a saving, compared with the situation at the end of 2015, of over 3,700,000m³ of water per year, the equivalent of the annual output of a well of over 430 m³/h.

B. SUSTAINABLE DEVELOPMENT OF PRODUCTION CAPACITY

**A number of ongoing developments
New locations planned**



“ In 2017, the Eranove Group continued to implement its pan-African development strategy, as well as reinforcing its aim to become the leading pan-African group for public service management and drinking water and electricity production.”

This strategy has been consolidated through significant progress in the Eranove Group's six main development projects underway, representing an electricity production capacity of over 980 MW across four countries:

- + **In Mali**, and through its subsidiary Kenié Energie Renouvelable, the Eranove Group

is leading a project to develop a 42 MW hydroelectric power plant in Kenié, on the Niger River, 35 km downstream of Bamako. For this purpose, Eranove signed a 30-year concession agreement with the Mali Ministry for Energy and Water on June 18, 2015. This plant is designed to use water channels (without a reservoir), to help to plug Mali's energy shortfall and provide electricity to approximately 175,000 households⁹.

- + **In Côte d'Ivoire**, on September 5, 2016, the Eranove Group signed a protocol agreement with the Ivorian government for the financing, design, construction, operation and maintenance of a 390 MW combined-cycle thermal power plant, using CIPREL technology. This plant will run on gas as the main fuel and will be located on the outskirts of Abidjan.

9- according to available data on average consumption in West Africa

Furthermore, in Côte d'Ivoire, the Eranove Group is continuing to commission other hydroelectric ventures through a string of facilities with estimated capacity of 200-300 MW ;

- + **In Gabon**, the Eranove Group has joined forces with the Gabonese Strategic Investment Fund (Fonds Gabonais d'Investissements Stratégiques - FGIS) to contribute to the national target of meeting all of Gabon's electricity and water needs through competitive, sustainable and job-creating services. For this purpose, on October 21, 2016 they signed two concession agreements with the Gabonese government for the design, financing, construction and operation of two hydroelectric developments at the following sites :
 - o Ngoulmendjim (85 MW¹⁰), a hydroelectric power plant located on the Komo river, to supply power to Libreville,
 - o Dibwangui (15 MW), a hydroelectric power plant on the water channel located 450 km from the capital on the Louetsi river, to provide power to the south-west of the country;



With environmental and social studies performed according to international standards and set out in action plans, the Eranove Group seeks at each stage of its projects an optimal balance between the impact on local residents, flora and fauna, and the efficiency of the plant.

Environmental and social concerns form an integral part of the research, construction and operation phases of the projects.

- + Environmental and social concerns form an integral part of the research, construction and operation phases of the projects.
- + From the origination phase, environmental and social guidelines enable these concerns to be included in the Eranove Group's decision to become involved or not in the project or to suggest new alternative. The Eranove Group systematically and fully takes into account the potential impacts of its projects on neighboring populations and the natural environment.
- + When the appropriate bodies approve the project, Environmental and Social Impact Assessments (ESIA) begin. For the biodiversity aspect of large-scale projects, such as hydroelectric plants, the ESIA describe the initial state of all components of the natural environment on the project implantation site: land and aquatic. Generally, these ESIA adhere to local regulations and the standards of the relevant international institutions. In agreement with state or financial partners, a decision may be made to go further in the approach by voluntarily applying other standards recognized by the profession.
- + Within the framework of the ESIA, the results of the impacts and offsetting measures are reflected in ESMP - Environmental and Social Management Plans and in RAPs - Resettlement Action Plans, associated with milestones and monitoring indicators. These plans, drawn up in partnership with the stakeholders, approved by local authorities and subject to public consultation, provide assurance that the commitments will be adhered to by all responsible parties.



1,000 km
of fiber optic
planned in 2018

over 980 MW
including over **60%**
hydroelectricity in
project stage



- + **In Madagascar**, on December 2, 2016 the Eranove, Eiffage and Themis groups consortium signed a project agreement with the Republic of Madagascar to build and operate a new hydroelectric power plant with an installed power of 200 MW. The plant will be located on the site of Sahofika, approximately 100 km to the south of Antananarivo, and will considerably increase national capacity and address the chronic shortfall of the capital's interconnected grid by producing electricity for approximately 1.5 million households (according to available research data).

- + In addition to the attenuation measures presented in the ESIA, the Eranove Group is also involved in implementing actions to enhance economic development opportunities to improve their standard of living over the

long term. To do this, sustainability actions are incorporated at the early stages and discussed with the populations concerned during consultations.



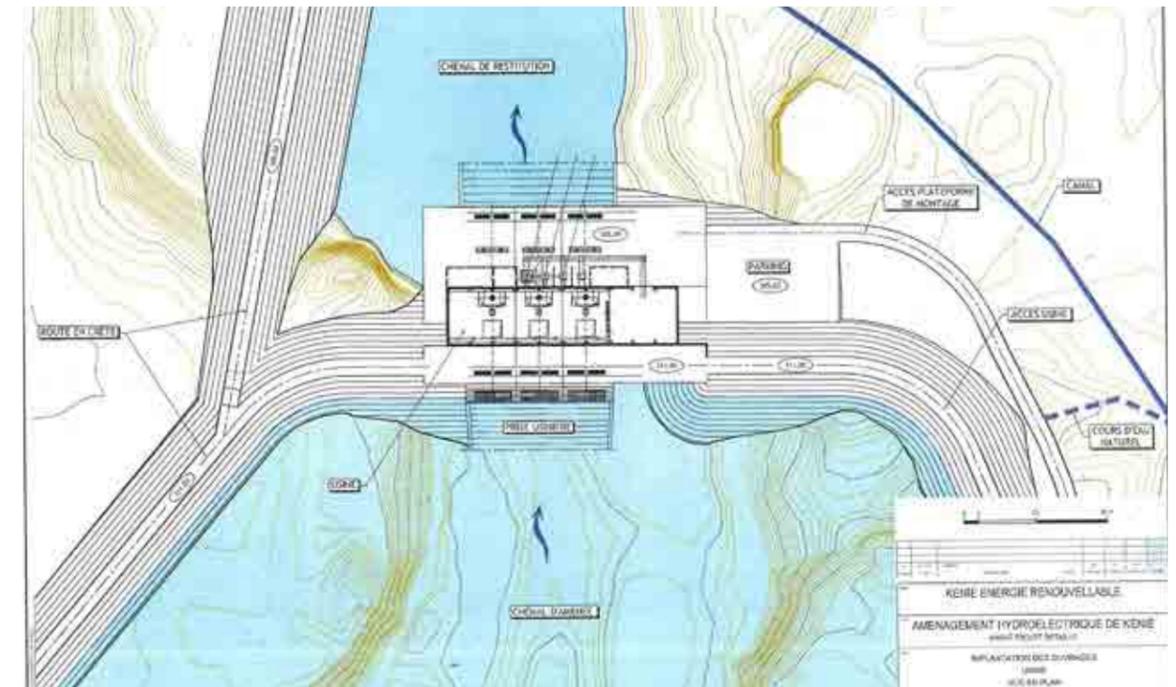
Focus

RECOGNITION FOR THE QUALITY OF INITIAL PROJECT RESEARCH

In 2016, the Kenié and CIPREL IV projects received accolades in London for "Best Water Deal" and "Best Sustainability Deal" respectively from EMEA Finance magazine.

In 2017, the consortium made up of the Gabonese Strategic Investment Fund (FGIS) and the Eranove industrial group was named «Best Water Deal» by EMEA Finance magazine for the development of hydroelectric projects in Ngoulmendjim and Dibwangui.

On November 23, 2017, CIPREL IV received a further accolade, at the Prix Africa Investments Forum & Awards in Paris, in the «Best Energy project» category. Winners are selected by a jury made up of professionals and international experts after having twice received the Prize of Excellence for the best energy structure awarded by the Ivorian government in 2016 and 2017.



Technical drawing of the Kenie Dam

© (KENIE)

C. EXTENDING ACCESS TO THE MOST VULNERABLE COMMUNITIES

In 2016, Africa had a population of over 1.2 billion, which is expected to double by 2050. Nearly 588 million people¹¹ have no access to electricity, and 330 million¹² are without access to drinking water.

“ These challenges provide private sector investment opportunities, as public development subsidies and national budgets do not have the resources to bridge the current shortfall. ”

A number of obstacles stand in the way of widespread access to water, sanitation and electricity. Besides the necessary infrastructure for producing, transmitting

11- Source: World Energy Outlook, Special report, International Energy Agency, 2017, p.114
12- Source: Initiative Water For Africa (WFA), Document de base, Mission de conseil, 2017, p. 16

and distributing electricity, the financial resources of households can still be a barrier. Large portions of the population have low, seasonal or irregular income, most often from farming or casual work. Their ability to save is too poor to pay for connection and then bi-monthly or quarterly bills.

Alongside governments, the Eranove Group is committed to helping to reduce the shortfall for future generations. The Group's aim is to meet the needs of future generations, taking into account Africa's demographic and social outlook.

In line with these principles, there are a number of solutions which make it possible to increase access to water and electricity for as many people as possible :

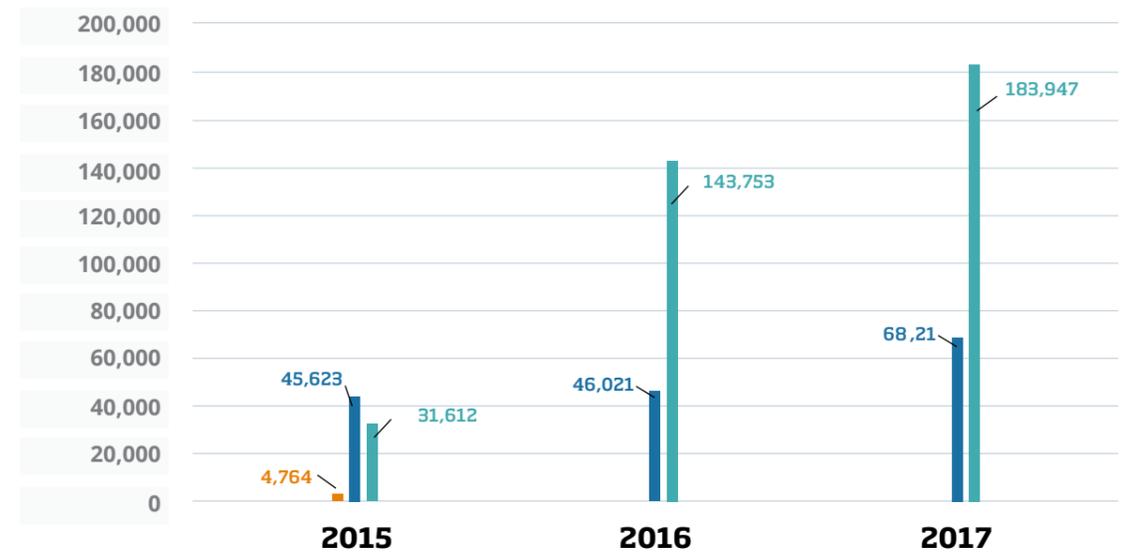


CIE assistance service during PEPT connection

© (CIE)

Subsidized connections to water and electricity

Subsidized connections Electricity - Subsidized connections Water - Subsidized PEPT Electricity connections



- + **Lower rates:** often known as «social tariffs», the government subsidizes these tariffs, providing access to the most disadvantaged. In Senegal and Côte d'Ivoire, the Eranove Group companies apply these tariffs set by the government ;
- + **Subsidized connections to the grid:** these are subsidized connections for low-income families. This has historically been the proven way to reduce the costs of access to drinking water and electricity. Government funding schemes support installation of these connections, with the support of development

partners. Group companies: CIE, SODECI and SDE are responsible for installing these connections, as part of requests for bids or sustainability partnerships;

- + Innovative solutions such as the **Electricity for All and Water for All programs.**

The Eranove Group researches and promotes, alongside the concession-granting authorities, technical and financial innovations to facilitate access by as many people as possible to electricity.

- o CIE, in close cooperation with its oversight ministry, started the PEPT «Electricity for All» program in late 2014 for the Ivorian electricity sector. Since it began, CIE has installed 359,508 connections under the PEPT program.
- o SODECI's «Water for All» program, designed in partnership with the Ivorian authorities, has been included since August 2017 in the Priority Action Plans for 2017/2020 of the Economic Infrastructure Ministry.



183,947
electricity
connections

for people on low
incomes in 2017

68,421
Water
connections

for people on low
incomes in 2017

(52,574 by SODECI and 15 847 by SDE)



D. DEVELOPING INNOVATIVE SERVICES

For a number of years, the Eranove Group has been steadfast in its commitment to actively promote innovation, based on

“ its belief that new technologies enable it to provide a better service to its customers and improve the quality of its operations more generally. ”

Improving the customer experience and working to optimize the means and processes used within our subsidiaries are the aims of this innovation approach.

In 2017, our subsidiaries stepped up their efforts and investments in the field of innovation :

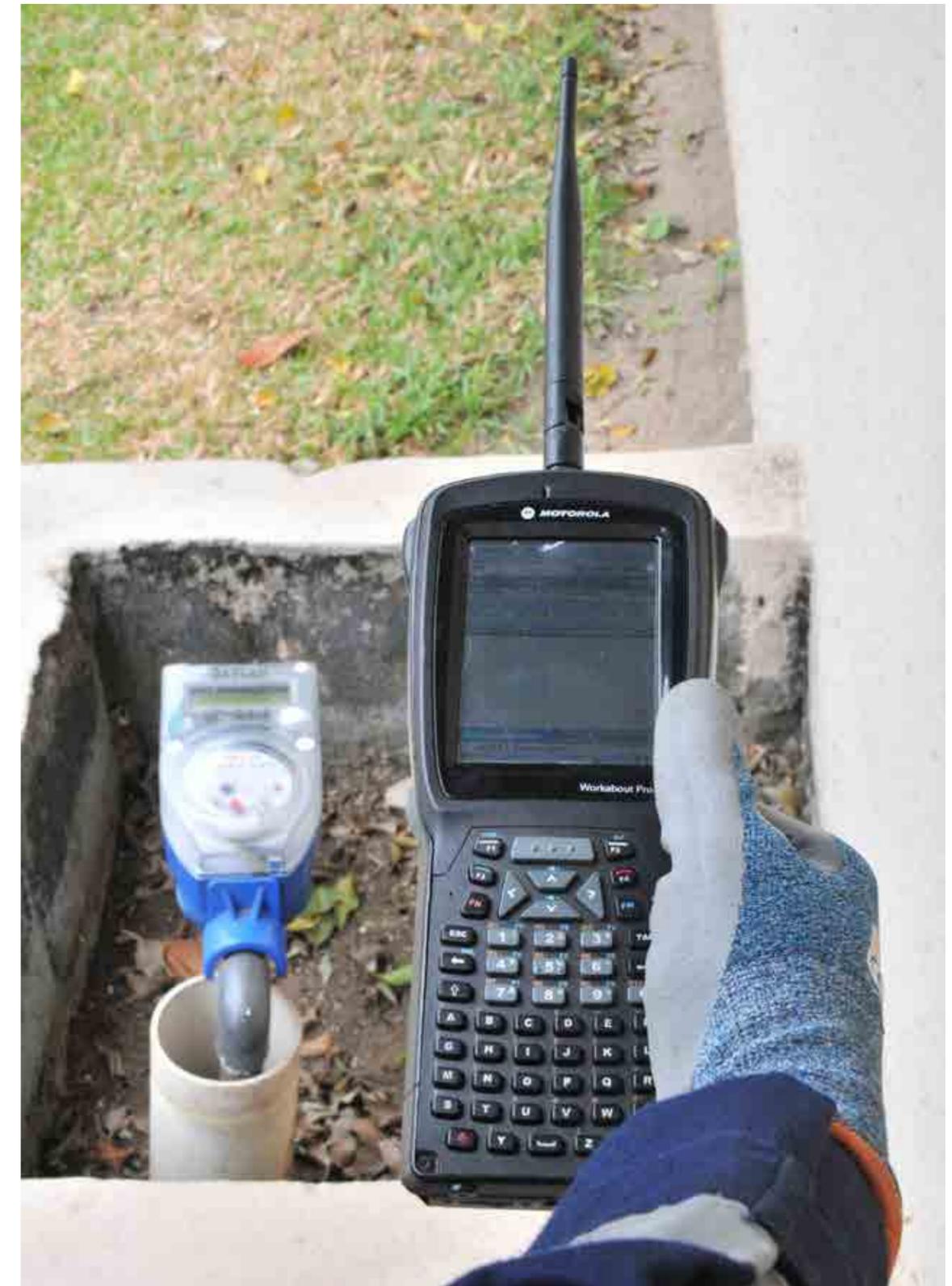
- + Investment in new skills and technologies within our teams responsible for providing digital solutions for CIE, SODECI and SDE such as recruitment of web and mobile app experts, introduction of a «Digital Factory»;
- + Creation of a Digital Transformation department within the CIE to identify and organize the different orientations and themes in the digital field, support the different businesses in their transformation strategy and build a solid, effective link with the technical teams responsible for providing digital solutions;

- + Regular cross-business workshops bringing businesses and IT experts together around new agile approaches to collaboration, design and production of digital solutions;
- + Introduction of technological monitoring for water and/or electricity production and distribution businesses.

This dynamic enabled the development in 2017 of major new services for CIE, SODECI and SDE customers: mobile apps, e-web agency (see 5.C.2 – Placing the customer at the core of the organizations). These new services will be gradually enhanced in the coming years to optimize the customer experience.

2017 also saw the roll-out of smart meters in the city of Abidjan: to date, CIE has installed around 400,000 meters, SODECI around 5,000, and it will continue to fit more in 2018. SDE is about to install a few thousand spacing the city of Dakar. This roll-out involves major efforts in terms of security, to ensure healthy, safe usage for our customers.

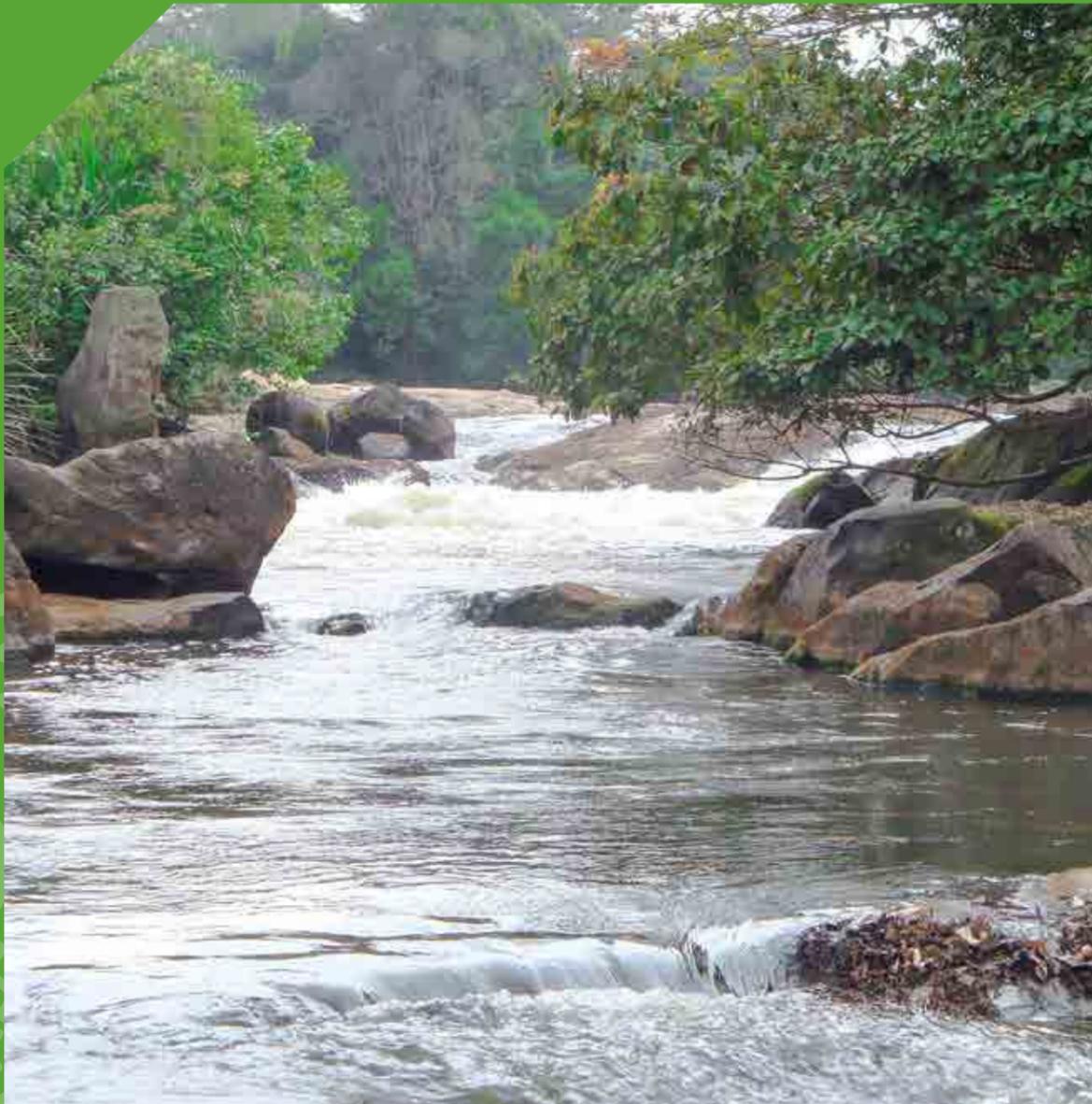
Finally, our laboratory teams are working on a certain number of technologies which could be used in the future to improve our processes and our customer relations: for example, analytics and big data tools, and drones are areas of experimentation for the coming year.



SODECI water meter readings with MDAT (Mobile Data Acquisition Terminal)

CHAPTER 3

PRESERVING THE ENVIRONMENT AND ADDRESSING CLIMATE CHANGE



604 MW
of hydroelectric
capacity in
operation

580 MW
of planned
hydroelectric
capacity

-17%
fewer CO_{2e}
emissions/MWh
in two years

Management
of PCB
(Polychlorinated
biphenyl)
transformers
in accordance
with the Basel
Convention

Installation of new
technology to reduce
discharges of NOx from
natural gas turbines



Creation of Smart
Energy, a subsidiary
dedicated to energy
efficiency

A. STREAMLINING RAW MATERIAL CONSUMPTION

“ Preserving resources is especially important to the Eranove Group. ”

Particularly those indispensable for its production or distribution operations: essentially natural gas and emergency fuel which it transforms into electricity, and untreated water which it transforms into drinking water and electricity.

Energy efficiency is a strategic issue for the Eranove Group, as can be seen in several actions:

- + Sustainable production: construction of the **CIPREL IV combined cycle** and the design of a new thermal power plant in Côte d'Ivoire, which was designed directly as a combined cycle, attest to the development of sustainable production systems within the Group and its desire to increase its energy efficiency. The combined cycle recycles the hot exhaust gases emitted from the gas turbines to power a steam turbine. In this way, the steam turbine produces energy without additional gas consumption.



35% reduction in oil consumption
reported per GWh of electricity generated compared with 2016, a saving of 78,700 liters

- + The Eranove Group hopes to achieve **ISO 50001 - Energy Management certification** for its operating companies to make possible the implementation of an energy management system that will enable them to make better use of energy in the performance of their activities. It is striving to relay this energy efficiency to its customers by improving its diagnostic skills and energy consulting services;
- + Information technologies: CIE, SODECI and SDE currently use smart grids for drinking water, electricity and public lighting. The use of IT and " **smart grids** " make it possible to better monitor and thus reduce consumption while improving the total efficiency of the networks;
- + Energy audits: the water companies SODECI and SDE consume high levels of electricity to produce and transport drinking water. Several studies have been launched to improve **energy efficiency** in both companies, and initial action plans have been implemented.

In addition, the Group monitors the consumption of secondary resources, in order to rationalize their use. This is the case for raw materials used in the production of drinking water and demineralized process water (chlorine gas, lime, calcium hypochlorite, alumina sulphate) and in the production of electricity (SF6 oils and gases, see indicator in appendix).



Focus

AT SDE, ENERGY PERFORMANCE IS MANAGED VIA «ECO-ENERGY» COMMITTEES

SDE's energy bill accounts for close to 36% of its operating expenses.

This figure alone has resulted in eco-energy committees being set up in 2015 which are chaired by the Technical and Development director, and combine statistics, production and maintenance skills. At the end of December 2017, their work had already resulted in energy savings of €3 million (1,900 million CFA Francs).

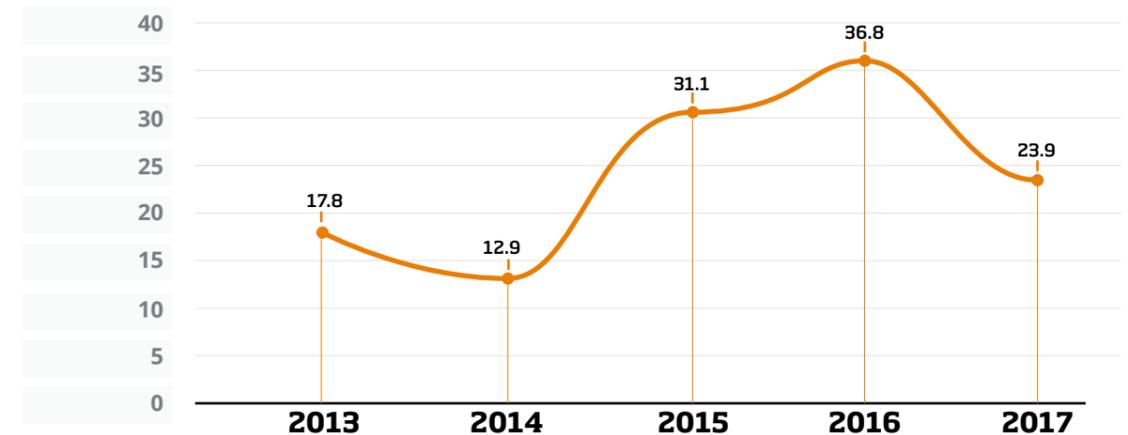
The work included:

- + Surveillance of the decreasing efficiency (cos phi) of the equipment;
- + Energy optimization of the plants via the ratio of kWh of electricity used per m³ of water distributed;
- + Energy audits to assess potential savings on the plants;
- + Implementation of programs to improve the energy performance of facilities such as speed regulators (Mékhé, KMS).

At the same time, care was also taken to reduce electricity use in the buildings. A program to replace neon lights with LEDs is already underway at head office resulting in monthly savings of over €1,500 (1 million CFA Francs). This initiative will be rolled out in sales branches and regional Departments.

To structure the initiative and achieve sustained performance over time, SDE's ambition is to introduce an approach according to ISO 50001 (energy management) with a view to achieving certification by 2020.

Oil consumption / Electricity generated (in l./GWh)



This policy of rationalization extends even into the company restaurants in the main plants, dams, and training centers. Whether food services are subcontracted or not, each manager is careful to avoid food waste by adapting purchases to orders

and forecasts, just-in-time preparation, and the use of vacuum storage and cold storage. If, despite these precautions, there are still leftovers, they are distributed to employees or local populations.

B. ENCOURAGING CUSTOMERS TO CONSUME IN A SUSTAINABLE MANNER

“ The three Eranove Group companies, in consultation with end customers (SDE SODECI and CIE) are promoting decreased water consumption and better energy efficiency ”

using a range of channels (website, social networks, posters, press,) to better control spending and reduce their carbon footprint.

For example, in January 2017 CIE embarked upon a major “ **Energy Saving** ” campaign to provide information and raise awareness among customers,

making them **proactive consumers**. Targeting the general public, specifically heads of households, couples, children and domestic employees, this campaign ran for seven months across various channels: TV, cinemas, radio, press (newspapers and magazines), websites and LED-screen displays. In addition to the publications on social media, a dedicated page was created on CIE’s website. Finally, posters, flyers and stickers have raised awareness among customers throughout the country at various events and local initiatives: raising awareness at regional Departments with “ client fornights event ” and sponsored events.



748,000
kg CO_{2e}

can be avoided thanks
to energy audits

Smart Energy, the Eranove Group company dedicated to energy efficiency which was created in 2016, continues the energy audits, measurement plans and other activities aimed at supporting corporate customers in optimizing their energy consumption and moving towards renewable energies.

As of this year, Smart Energy has enhanced the Group’s sustainability reporting by measuring the GHG emissions which will be avoided once the recommendations have been acted upon.



Smart Energy
Garantir votre performance énergétique

Focus

SMART ENERGY, A SUBSIDIARY DEDICATED TO ENERGY PERFORMANCE

A subsidiary of CIE and the Eranove Group set up in early 2017, SMART ENERGY aims to support companies in achieving the most ambitious energy performance levels using a customized approach to meet the specific needs of each client.

To do this, SMART ENERGY has developed expertise around three areas:

- + Energy performance to achieve considerable savings on energy consumption;
- + Energy from renewable sources by offering appropriate technical solutions;
- + Fitting of energy-saving equipment.

SMART ENERGY’s approach follows the IPVMP protocol (on measurements) and complies with the NF EN 16247 standard (energy audits).

Thanks to the exclusive partnerships forged with technical solutions partners, SMART ENERGY is able to provide equipment tailored to all of its clients: energy analyzers, energy savers, lighting solutions, heat-insulating paint, air curtains, responsive power compensating apparatus, etc.

After a year of operations, SMART ENERGY has clients from sectors as diverse as cosmetics, plastics processing, textiles, airport operators and large retailers.

If all of the recommended measures were to be implemented, emissions equating to 748 tons of CO₂¹³ equivalent would be avoided, thanks to improved energy performance and the transition towards renewable energies.

13- Cumulative savings estimated on the annual electricity consumption of customers if the recommended action on equipment or operations in the audit reports is taken. These savings, assessed over the reporting period, are estimated in kWh, converted to kg CO_{2e} (to be expressed in negative). The methodologies are specified in each audit report and internal calculator.

C. CONTROLLING WASTE

“ The controlling of the Group’s environmental impacts has resulted in the deployment of a common approach for all of its companies. ”

It is based on environmental management systems, including the management of generated waste, noise pollution from industrial operations, treated waste water in the drinking water and sanitation sector, and monitoring of air pollutant emissions. Each certified entity maintains an **environmental management plan**, which ensures that its impacts are monitored and the process is continually improved.

Some of our industrial facilities are subject to the regulations for ICPEs - Installations Classified for the Protection of the Environment. This is the case, for example, with the power plants for the production of electricity and some drinking water treatment plants. Some of these plants, operated by Group companies were commissioned over 50 years ago and most of them are under state ownership. In this case, it is necessary to resolve situations inherited by the operating companies and to begin actions with local government in partnership with the leasing granting authorities.

When authorization orders are issued, their requirements are included in the environmental management plans for the sites.

Reducing noise pollution

Located in the VRIDI industrial zone, the CIE and CIPREL thermal power plants are distant from residential areas. Nevertheless, the operation of combustion turbines by CIE and CIPREL can cause noise pollution, especially for employees (a source of stress and fatigue). On a daily basis, the mandatory wearing of personal protective equipment (helmets, ergonomic earplugs) at thermal power plants is part of the work instructions implemented and followed in the QSE process. At least once a year, an external body performs a **noise level audit** on the production site and at the neighborhood boundary to check that noise remains below the regulatory limit.

Preventing impacts to soil quality

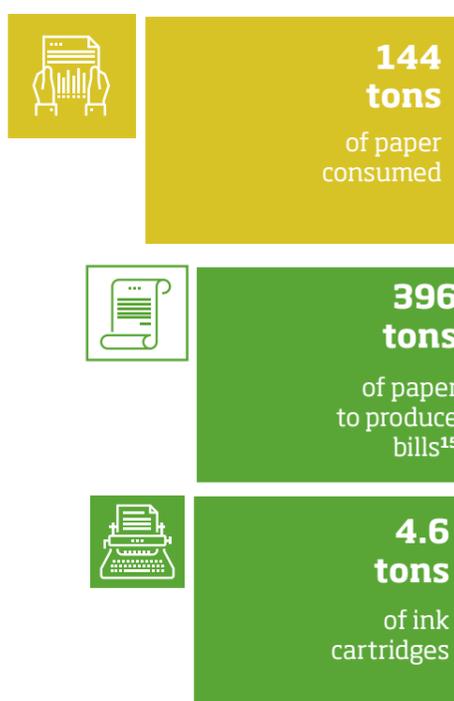
The assessment of the environmental situation of each site takes into account the **sensitivity of the soil**. This is regularly re-evaluated. For example, at CIE, a recent analysis revealed a change in sensitivity related to surface waters in Kossou and Taabo, taking into account the proximity of residences due to the expansion of residential areas. In Vridi too, the sensitivity of soils, subsoils and groundwater has been revised due to the shallow depth of the water table¹⁴. The soil quality impacts of the structures built by the Eranove Group undergo an impact assessment and have an environmental management plan in line with the expectations of international financial institutions.

Optimizing waste management

Waste treatment is part of our environmental concerns. The action principles enacted are aimed at minimizing the waste generated by the Group’s activities and directing them towards conformity-based and value-added channels.

However, in the countries in which the Group operates, operators’ attempts to recycle non-hazardous waste are often thwarted by the scarcity of reliable providers and suppliers which are not equipped to take back used products. Initiatives are underway to identify and promote the emergence of traceable, compliant recycling and returns channels by suppliers, as with the initiative in place for PVC and HDPE piping offcuts at SDE.

Since 2016, all Group companies have been monitoring the waste generated by their tertiary activities: paper and printer cartridges consumed. This year, paper used to produce invoices was also added. These indicators will soon reflect the digitization efforts, such as the «e-payslip» introduced in June 2017 at CIE.



More generally, Eranove Group’s approach to the circular economy is based on six principles of action. They aim to encourage the use of technologies that recycle the waste from the Group’s main activities, develop services that reduce the water and electricity consumption, improve the internal efficiency of the resources consumed, raise awareness among its customers of water and electricity conservation practices, integrate waste processing into a responsible purchasing process and prevent the risks of pollution and safely confine industrial waste which cannot be processed in the countries in which it operates.



SODECI agents searching for leaks on the sanitation network

© (SODECI)

14- 1604 - Afnor CSR Energy Performance Assessment - Overview of the environmental situation

15- Indicator monitored from 2017 onward (2016 data unavailable)



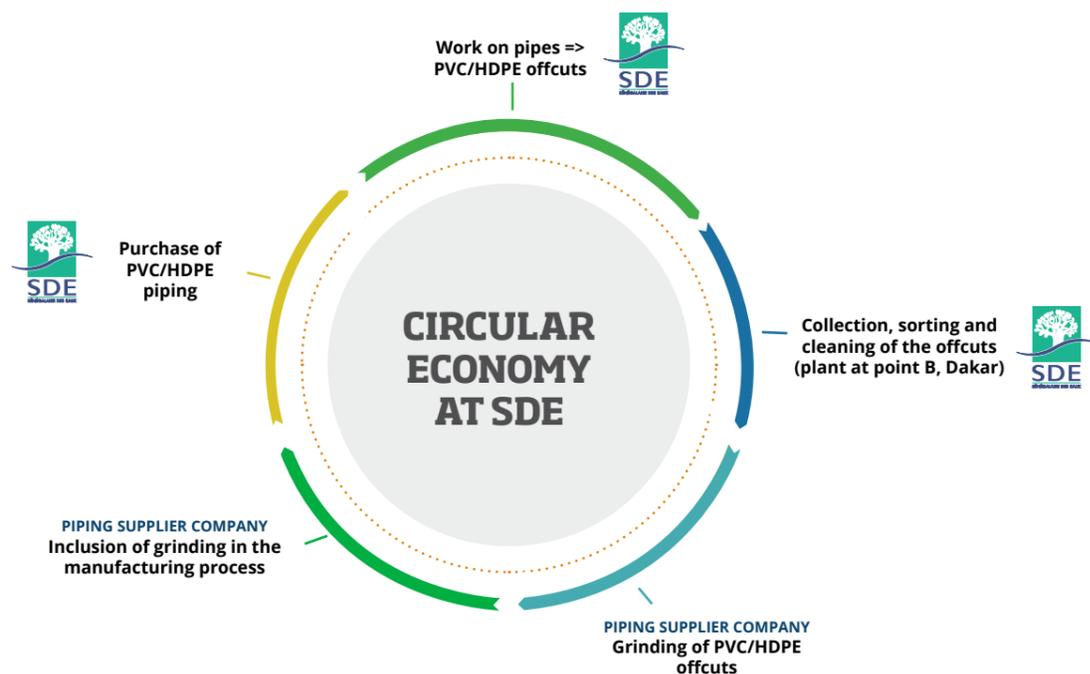
Focus

MANAGEMENT OF PVC AND HDPE PIPING OFFCUTS: AN EXAMPLE OF THE CIRCULAR ECONOMY AT SDE

As part of its operating activities, SDE uses PVC - Polyvinyl chloride, and HDPE - High-density polyethylene, piping, the offcuts of which generate a fair amount of waste.

These pipes are manufactured by a specialist company located close to SDE's head office. This proximity led the two companies to sign an agreement protocol in 2015 for the return of the offcuts used in the work and their reuse in the pipe manufacturing process. The circuit passes the collection point located at the SDE plant at point B in Dakar, where all the offcuts are grouped, sorted and cleaned, before being delivered to the manufacturing company for reuse in the manufacturing process.

Since the protocol was signed, 19 loads and almost 3 tons of PVC and HDPE offcuts have been reused.



As far as hazardous waste is concerned, regulations require it to be monitored with traceability until it is finally disposed of by companies approved by the State. Compliance with regulations has led to the establishment of a waste tracking register in each producing unit. In Côte d'Ivoire, this process is supervised by CIAPOL¹⁶ which issues a certificate guaranteeing the elimination of the product. In Senegal, some hazardous wastes are controlled by the National Environment Agency.

Oils and plastics are collected and recovered. However, opportunities for waste recovery remain poorly developed in the Group's countries of

operation, which affects its objectives for the complete recovery or elimination of its waste.

Non-disposable waste such as batteries and lamps is then stored on site and disposal solutions are sought. Obsolete products and their packaging are recovered by suppliers for disposal. Companies are encouraged to favor suppliers that take back waste from products supplied by them.

16- Centre Ivoirien Anti-Pollution



Focus

CIE'S PCB CONTAMINATED WASTE SENT TO FRANCE FOR REMOVAL

CIE's commitment to eliminate PCBs - polychlorinated biphenyl (mineral oil used in distribution transformers manufactured before 1990) was embodied by the signature of an agreement with the Basel and Stockholm Conventions Regional Center for Francophone African countries.

In this context, an inventory was drawn up and samples taken from 1,300 distribution processors in the city of Abidjan were tested and a traceability tool was put in place. In line with an action plan drawn up with the approval of CI-Energies, 208.9 tons of waste containing PCBs from CIE were shipped on October 30, 2017 to the TREDI elimination center in France:

- + Fluids contaminated with PCBs at a concentration of over 500 ppm from 36 transformers, 31 of them from the distribution network, 2 of them from transport and 3 from production (126.4 tons);
- + Dirty gravel from the Riviera transmission station in Abidjan (55.2 tons);
- + Waste made up of one hundred barrels containing PCB oil, 4 barrels of dirty cloths and a PCB oil filtering machine (27.6 tons).

This shipment, which is part of a regional strategy managed and financed by the UNEP - United Nations Environment Programme was supervised by the Ivorian Environment Ministry and the Basel and Stockholm Conventions Regional Center for Francophone African countries.

As a partner in the «0 PCB in Côte d'Ivoire by 2025» strategy, CIE plans to take part in the second phase of this program, in partnership with the Ministry for Hygiene, the Environment and Sustainable Development.



36 electric transformers
shipped to France for elimination at an approved center

Reduction of air emissions

Atmospheric pollutants, nitrogen oxides (NOx) and sulfur oxides (SOx) are monitored as part of thermal power generation activity. CIE carries out studies on greenhouse gas emissions and air pollutants with BUREAU VERITAS (NOx, SOx and CO₂ monitoring) annually, and CIPREL does so quarterly. The analyses verify compliance with the limits set by local government orders, and, in the case of CIPREL, with stricter international standards as well.



Focus

CIPREL HAS DECIDED TO REDUCE ITS ATMOSPHERIC EMISSIONS OVER AND ABOVE LOCAL REQUIREMENTS

NOx emissions from the CIPREL thermal power plant were below the thresholds set out in its operating permit (152 ppm) but under some operating conditions, they exceed some international standards (25 ppm).

In consultation with the financial partners of the CIPREL IV project (gas steam combined cycle), CIPREL has studied the best available solution to ensure constant compliance with the most stringent standards. The preliminary feasibility studies carried out resulted in the identification of two systems to reduce NOx while operating on natural gas (the main fuel of the plant). Dry Low NOx (DLN - with no water injection) technology was preferred to WLN (Wet Low NOx - uses water injection) because it is less demanding in maintenance operations (requiring fewer plant shutdowns) and consumes less water.

The principle of DLN is to distribute each injector from the old system (one injector per combustion chamber) into several injectors per combustion chamber in order to lower the maximum temperatures at the heart of the flame during combustion.

As implementation of DLN requires two months of unavailability of gas turbines (GT), to maximize availability of the plants and thus the supply of electricity to the government of Côte d'Ivoire, they were installed during preventive maintenance in October 2016 on GT 10 and in March 2017 on GT 9, for a total investment of €13.2 million (8,660 million CFA Francs).

NOx emission analyses performed by Bureau Véritas in 2017 demonstrated that the objective has been achieved, with concentrations, in gas operation, of:

- + 6.9 ppm for GT 10 (compared with 137 ppm in 2015);
- + 5.8 ppm for GT 9 (compared with 124.6 ppm in 2015).

Monitoring the quality of effluents from drinking water plants

On a daily basis, water treatment plants discharge liquid effluents and solid sludges with varying physical and chemical characteristics. These discharges come mainly from purging decanters, washing contact basins, coagulating/ flocculating and decanting, washing filters, purging lime saturators and emptying reagent containers.

The pollution parameters for these effluent discharges are mainly: PH, suspended matter (SM), aluminum, Chemical Oxygen Demand (COD) and, to a lesser extent, fluorine. The management of these effluents is carried out in compliance with national laws and within the framework of the ISO 14 001 environmental plans.

D. FIGHTING CLIMATE CHANGE

The rhythm of the tropical seasons directly affects the activity of the Eranove Group. Hot seasons increase the consumption of electricity (air conditioners) and drinking water, and in the absence of rainfall, the volume of surface water declines due to the use by hydroelectric plants and water production plants. As a result, climate variability within the same year and climatic variations over several years have a substantial influence on the production and consumption equilibrium of water and electricity.

Through mitigation and adaptation to climate change, the Group is consolidating its status as a green electrician in Africa.

- + Out of an interconnected capacity operated by the Eranove Group of 1,247 MW, 604 MW is of hydroelectric origin;
- + The projects under investigation include almost 600 MW of additional hydroelectric capacity;
- + The CIPREL combined cycle allows the recovery of exhaust gases from two combustion turbines of 111 MW each to provide an additional capacity of approximately 120 MW without additional gas consumption. This combined cycle improves the energy efficiency of the plant and avoids the release into the atmosphere of nearly 500,000 tons of CO₂ equivalent per year.

“ In essence, therefore, the Group attaches great importance to taking the fight against climate change into account in its activities. ”



Taabo Dam, Côte d'Ivoire

All the companies in the Group monitor their greenhouse gas (GHG) emissions, whether or not they are linked to the production of electricity. Sustainability indicators measure emissions related to electricity generation (consumption of natural gas, DDO and HVO by thermal power plants and

generators) and emissions not related to it (fuel consumption for vehicles and generators for internal use, as well as the electricity consumption of agencies, offices and plants).

The projects currently being carried out by the Eranove Group contribute to the energy transitions sought by States. They are designed to factor in the impact of climate change (temperature and rainfall) on hydroelectric projects and incorporate mitigation measures during construction phases (such as the weeding of flooded areas before impoundment to avoid fermentation). For some projects, the feasibility of selling the carbon credits generated, on the regulatory or voluntary market, is being looked at.

In 2018, the materiality analysis will specify the identification of sources of major indirect emissions, according to the way each Group company perceives its operations and services. The publication of an international methodology or best practices of the sector could facilitate the quantification of these indirect emissions.



GHG from electricity production

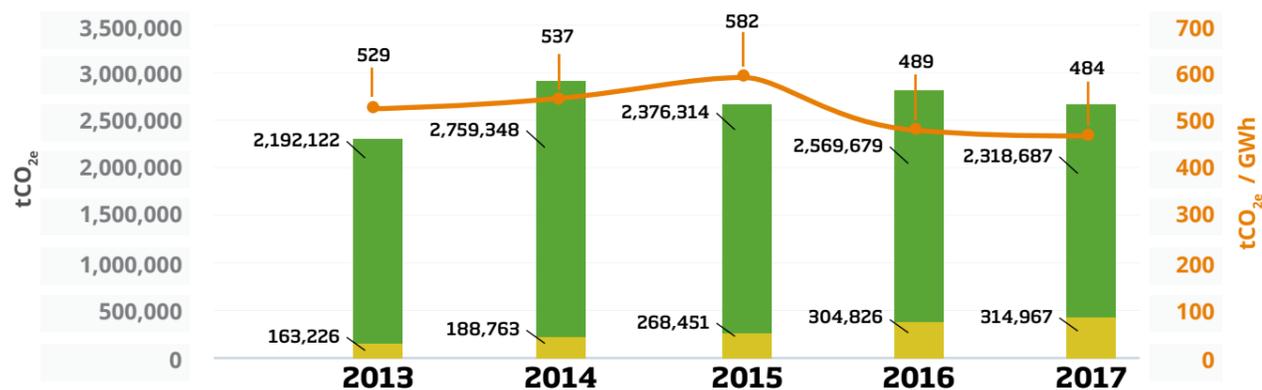
484 kg CO_{2e} / MWh produced, compared with 582 in 2015

GHG excluding power production¹⁷

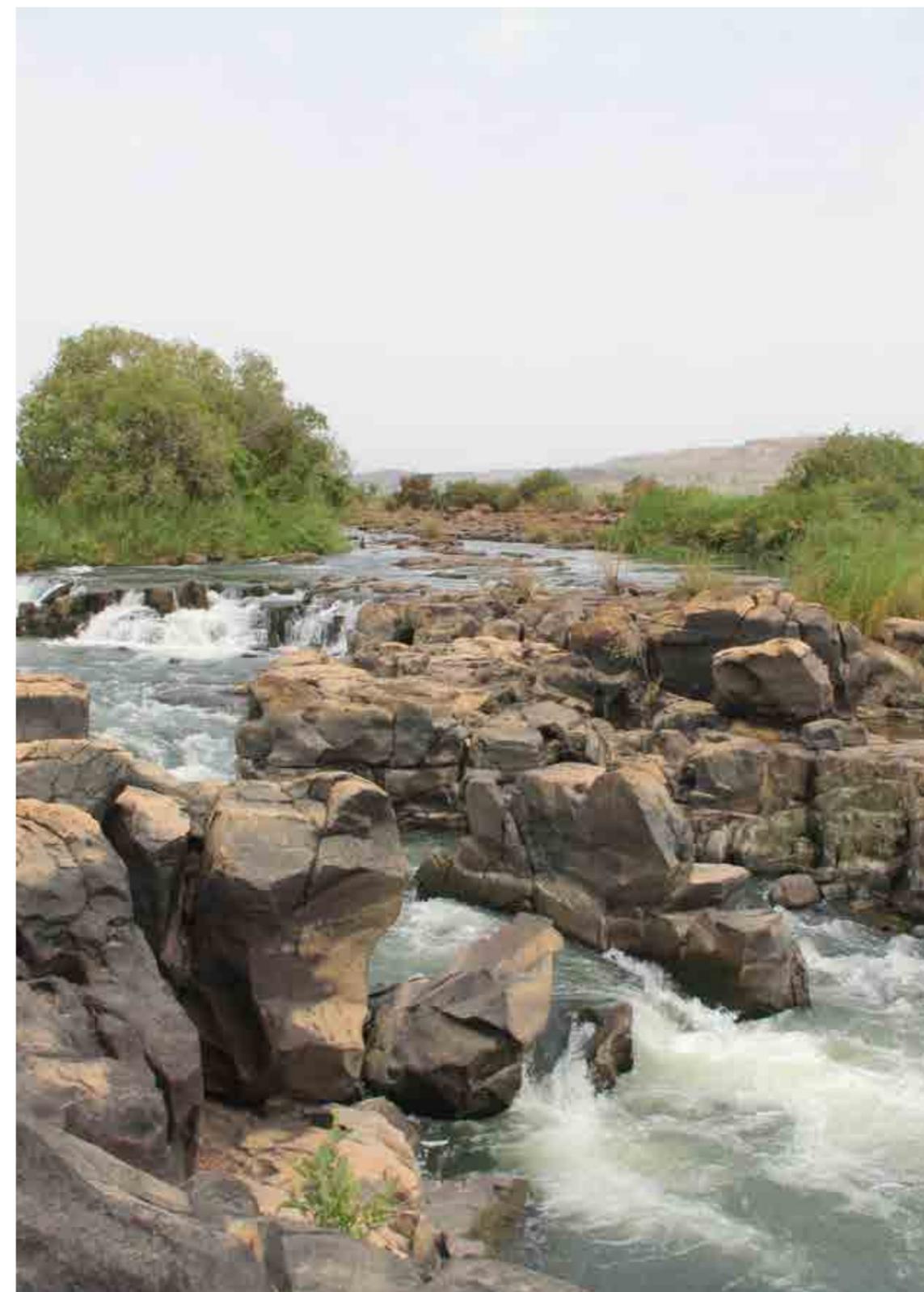
314,967 t CO_{2e}

Greenhouse gas emissions

- GHGE of interconnected electrical production excluding generators (tCO_{2e})
- GHGE excluding electrical generation (tCO_{2e})
- Electricity production CO_{2e} emissions in t/GWh produced (interconnected)



17- Greenhouse gases related to the electrical power consumption of head offices, agencies, offices, electricity consumption of water and electricity production facilities, fuel consumption of vehicles and generators



Kenié Falls, Mali

© (Kenié)

CHAPTER 4

DEVELOPING HUMAN CAPITAL



94%
of employees
on open-ended
contracts

183,160

hours

of training, an
average of 20 hours
per employee

2.7%

of payroll
invested in
training

Frequency of
occupational
accidents¹⁸
down **32%**
compared to
2015



+ 11.7 M€
in employee
benefits and
internal loans

CME and CMEAU

two centers of excellence
for skills development

A. PROMOTING FAIR AND SUSTAINABLE EMPLOYMENT

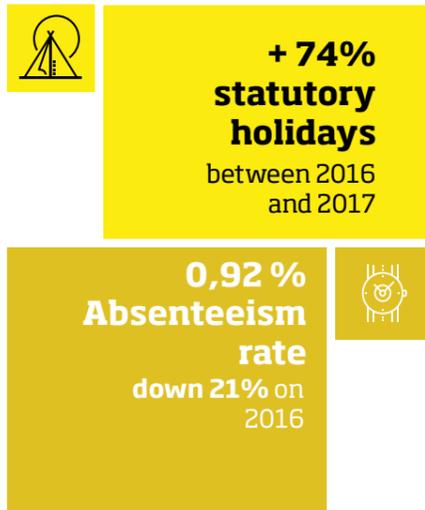
1. Respecting national and international laws

In accordance with the legal provisions applicable in the countries where it operates and the principles of the International Labour Organization relating to child labor, the recruitment procedures of the companies of the Eranove Group include a minimum age limit of 18. Naturally, the use of forced labor is prohibited.

The monitoring of overtime, leave and absenteeism in all companies of the Group complies with national regulations and is careful to respect employee working time. Incentives to take leave are also reflected through a clear increase in statutory leave taken in 2017.

The organization of work varies according to the nature of the activities (technical operations, customer management, administration) in compliance with the laws of the countries where it takes place. In Côte d'Ivoire and Senegal, working hours are 8 hours per day, or 40 hours per week. In France, it is 35 hours per week. Beyond that, all supervisor and employee/worker hours are considered overtime, in compliance with legal and internal provisions, subject to line-manager approval.

At the same time, the Eranove Group decided to monitor the unplanned absenteeism rate. As this is related to sick leave, unauthorized absences, workplace accidents, and lay-offs, it may reflect significant issue in the Company, with implications for its organizational structure.

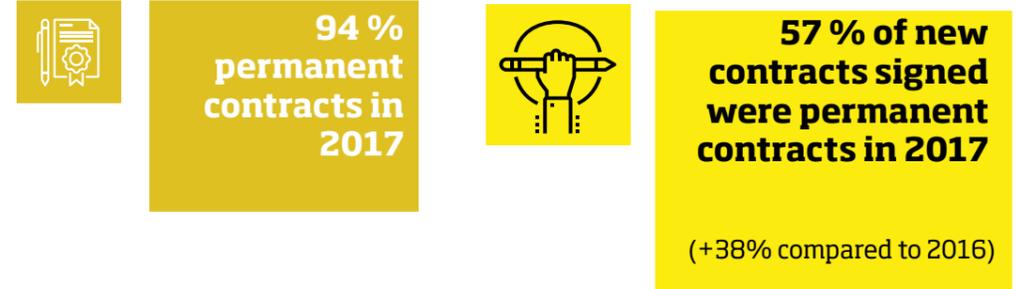


2. Supporting local recruitment and sustainable employment

“ The Eranove Group encourages the recruitment of skills in the countries where it operates. Effectively, for the Group, it is these local roots that encourage local performance. ”

This commitment is illustrated in particular by the low number of expatriates within the Eranove Group (7 expatriates in 2017, or 0.07% of the total headcount).

The Eranove Group has always relied on its human capital and believes that offering a sustainable contract is a factor in attracting, motivating and retaining its employees.



3. Fighting discrimination

“ The principle of non-discrimination is one of the fundamental principles articulated in the ethical charters of the Group’s companies and described in detail in the recruitment policies. ”

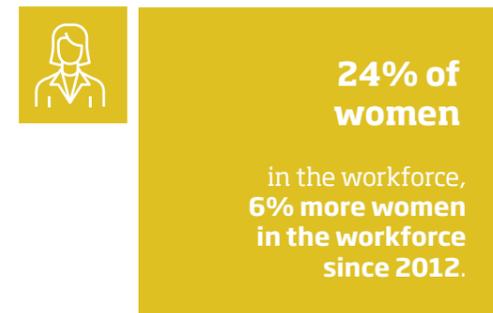
As far as the **gender balance** is concerned, the low number of women in the workforce (24%), which is typical of the Eranove Group’s business sectors, is being re-balanced. The Human Resources Departments of the Group’s companies have become aware of the need to rebalance the workforce and, from the outset, improve the number of women in the workforce and average wages for men and women by socio-professional category.

The Group monitors the hiring and integration of people with disabilities. Indicators have been developed in conjunction with in-house physicians and social workers to ensure proper understanding and classification of practices in companies such as CIE, SODECI and SDE.

Employees with disabilities have always been offered adapted work stations and functions in order to keep them in the workforce under the best conditions.

Since 2016, the Group has also monitored the number of employees with disabilities in its headcount, as well as, since 2017, the number of persons with disabilities recruited during the year.

To strengthen their policies in fighting discrimination and promoting diversity, in April 2017, CIE and SODECI signed the «Charter on diversity in the company» by which they undertook to implement their promise and promote equality of opportunity in employment.





Focus

SODECI AND CIE COMMIT TO DIVERSITY

On 27 April 2017, amongst 28 Côte d'Ivoire companies, the CIE and the SODECI signed a **charter on diversity in the company**, in the presence of the vice president of the Republic of Côte d'Ivoire.

This international initiative was launched in 2004 by Claude Bébéar and Yazid Sabeg in France, before being extended to Morocco, Senegal and Côte d'Ivoire. In signing this charter, the companies pledge to promote inclusion, diversity and equality of opportunity in employment, with all of these actions contributing to the performance of the company.

In concrete terms, for CIE and SODECI, this signature reflects the managerial commitment, notably to more hiring of women, the recruitment of young people and the integration of persons with disabilities.

By signing the charter on diversity, CIE and SODECI have committed to implementing a policy of human-resources management focused on the recognition and promotion of individual skills, integrating the fight against all forms of discrimination in all stages of recruitment, compensation, training and career management. This implementation involves training and raising the awareness of all players concerned, communication and publication of results in their annual reports.



4. Motivating performance



Average wage increase of 21%
between 2015 and 2017.



Average annual worker / employee salary, nearly 5 times the SMIG
(interprofessional national minimum wage) in Côte d'Ivoire

The Eranove Group strives to offer its employees fair and competitive compensation. Each company has its own compensation policy that takes into account the diversity of geographical locations, qualifications and skills required for its activities.

In all companies, compensation includes a variable component to reflect individual and/or collective performance.

For the main managers, the Eranove Group has set up a Compensation and Appointments Committee. In addition to a competitive fixed compensation that can maintain the loyalty of the country's best talent, performance is rewarded by variable compensation allocated according to the level of achievement of operational objectives. In addition, the main managers of the Eranove Group are Group shareholders and own 6.5% of its capital. The employees of the Eranove Group's main subsidiaries also have the opportunity to take a stake in the capital through mutual funds.

“ Employee share ownership represents a total of 8.4% of the capital of the Eranove Group. ”

5. Promoting the employment of young people



1,913¹⁹ interns in 2017



196 18-25 year-olds hired in 2017 (compared with 56 in 2014)

Young people are the greatest asset of Africa, which remains the youngest region in the world, the median age of its population being under 25. If this asset is used suitably, it could give a strong impulse to the economic transformation of the continent.

Aware of its role in meeting this challenge, the Eranove Group is strongly committed to setting up gateways between training and employment, by:

- + Developing training courses that are appropriate to the requirements of employers (see chapter 4.D- Investing in training);
- + Integrating interns to enable them to enhance their qualifications and develop initial professional experience, or even to join the pool of new talent;
- + Promoting the hiring of young people.

19- Internship contracts signed in 2017

6. Encouraging social dialogue

The Eranove Group promotes social dialogue within its companies.

“ In addition to compliance with the regulations applicable in each country in which it operates, it is careful to respect the principles of freedom of association and collective bargaining advocated by the International Labour Organization. ”

Each company has set up its own structures and representative bodies to maintain a high quality of dialogue with trade unions, employee representatives and all employees. They promote frameworks for regular meetings and the search for negotiated agreements, anticipating any crisis that may affect the performance expected from public services.

Within CIE and SODECI, discussions with employee representatives are formalized in a regular discussion process known as the “ **Permanent Dialogue Framework** ”, an important dialogue tool that supports agreed practices and makes it possible to

anticipate any company crisis which may occur. These two companies also have a Company Appeals Body for conciliation, which intervenes when a dismissed employee wishes, based on new or additional arguments, to request the review of the conditions and reasons for his/her dismissal with a view toward reinstatement.

At CIPREL, a **college of delegates** representing employees has been established, in accordance with the regulations applicable in Côte d'Ivoire. It forms the basis for social dialogue between senior management and employees.

Within SDE, two colleges of delegates representing employees have been established, in accordance with the legal and regulatory provisions applicable in Senegal. Meetings are held with them monthly. These meetings are the cornerstone of social dialogue between the senior management and employees and an opportunity for employee delegates to express awareness of company issues and present their complaints and suggestions.

This social dialogue translates into the signing of collective agreements with a twofold concern for economic performance and improvement of working conditions for employees. In 2017, in the Group, nine collective agreements were signed with the social partners, two of which were related to health and safety conditions at work.



9 collective agreements

signed in 2017, of which 2 covered health and safety at work



Health center and CIE ambulance for its employees

© (CIE)

B. ENSURING SOCIAL PROTECTION FOR OUR EMPLOYEES

“ The companies of the Eranove Group supporting their employees at all stages of life ”

- + 4,445 people screened against HIV/AIDS (rate of participation 99%);
- + 576 people screened against breast cancer (rate of participation 75%);
- + 554 people screened against cervical cancer (rate of participation 75%).

Health insurance

All employees of the Eranove Group systematically benefit from a health insurance system and from a dense network of infirmaries and internal medical centers, as soon as they are hired. In addition to the national system, in cases where this exists, this system covers medical expenses in case of illness and also covers the spouse and children. Furthermore, at CIE and SODECI, this system is supplemented by a system of **health insurance for retirees**, the pioneering character of which has been internationally recognized (see the Compensation & Benefits Trophy below).

CIE and SODECI have also set up a health solidarity fund to deal with long-term diseases such as AIDS, cancer or kidney failure. Furthermore, for cases of kidney failure, four dialysis machines financed by CIE and SODECI were installed in a general clinic to facilitate access and reduce the costs of dialysis sessions.

Concerning SDE, as well as a **social-security protection system** (IPM) benefiting employees from the time they are hired, an operational health insurance scheme has been in operation since July 1, 2017. Financed by the company and the employee, it extends better access to health care and provides total coverage of their health expenses, notably in the case of chronic illness.

Building on Africa's traditional culture for solidarity, the Eranove Group implemented a social policy very early on to ensure a calm environment and to create close ties of solidarity between employees. This policy hinges on a set of various mechanisms and means to cover solidarity, health, retirement and social financing. All Eranove Group employees benefit from **health insurance** as soon as they are hired, insurance which is extended, for CIE and SODECI, for retired agents up to the end of their lives and for their families. Personal risk insurance schemes are also implemented according to the specifics of each company.

Preventive health measures

The fight against AIDS, through raising awareness, screening and case handling, is a long-standing commitment. At CIE, SDE and SODECI, public health actions are extended to the **prevention of the main cancers**, through agreements signed with medical centers. These actions involve employees and increasingly the host communities and subcontractors.

At CIE, the occupational health division systematically offers HIV/AIDS screening, screening for prostate cancers from the age of 45 and breast and uterus screening from age 35 at the **annual medical check-up**. For 2017, the results are the following:



Focus

CIE HAS RECEIVED AN INTERNATIONAL TROPHY FOR THE HEALTH INSURANCE SCHEME COVERING ITS RETIREES

On December 5, 2017 in Paris, before a panel of 250 HR professionals and alongside other award-winning companies (THALES, NESPRESSO, FAURECIA, EULER HERMES and CRITEAO), CIE was awarded the «2017 special prize» for «setting up the first and unique health insurance scheme for retirees».

The Compensation & Benefits Trophies are intended to reward companies or teams who have implemented successful projects in matters of compensation or employee benefits, which are appropriate, exemplary and innovative. They were created on the initiative of Club ORAS - Compensation and Employee Benefits Observatory created by the RH&M Group, with the support of AMUNDI and in partnership with SANTÉCLAIR, DELOITTE, CORNERSTONE ONDEMAND and MCR CONSULTANTS.

This international trophy is the recognition of the exceptional and innovative character of the health insurance for retirees introduced by CIE in December 2008 to overcome the lack of medical coverage for retired staff of CIE, SODECI, GS2E and CIPREL. This coverage, which currently has nearly 700 insured parties, is a first in Côte d'Ivoire, where health insurance is finding it difficult to get off the ground and no other private company, other than the Côte d'Ivoire companies of the Eranove Group, offers health insurance to their retirees.



Compensation & Benefits trophies

© (Club ORAS)

Supplemental pension

In addition to the national pension, executives receive a supplemental pension. Over the last few years at SODECI, the supplemental pension contribution has increased significantly, due to the growth of the SODECI population and especially to awareness-raising campaigns for and continuous encouragement of employees to increase their funding for their future retirement.

Mutual funds

As part of its social financing, CIE, SODECI, CIPREL and SDE have set up a mutual fund dedicated to the shareholding of employees in the capital of their companies. The mutual fund enables employees to own a stake in the company and allows them to save for their retirement. This saving occurs through a compulsory deduction from the salary of each employee according to their category. Employees who wish to increase their savings can opt for an additional deduction.

Mutual aid and solidarity

All of the companies in the Group have set up a solidarity fund that offers a non-repayable financial contribution to their employees for fortunate or unfortunate life events.



Voluntary expenditure on employee benefits²⁰: €6,126,863

11% of payroll

spent on employee benefits, a 33 % increase on 2013

Funds used for internal loans²¹: €5,537,482

For example, SDE, together with its social partners, has put in place social promotion tools based on solidarity among all employees to generate more resources and increase their capacity for action. A mutual aid and solidarity fund supports any employee who experiences a fortunate or unfortunate event according to predefined rules. A Savings-for-Credit fund allows employees to receive an interest-free loan equivalent to 1.5x the amount saved and capped at €3,049 (2,000,000 CFA Francs).

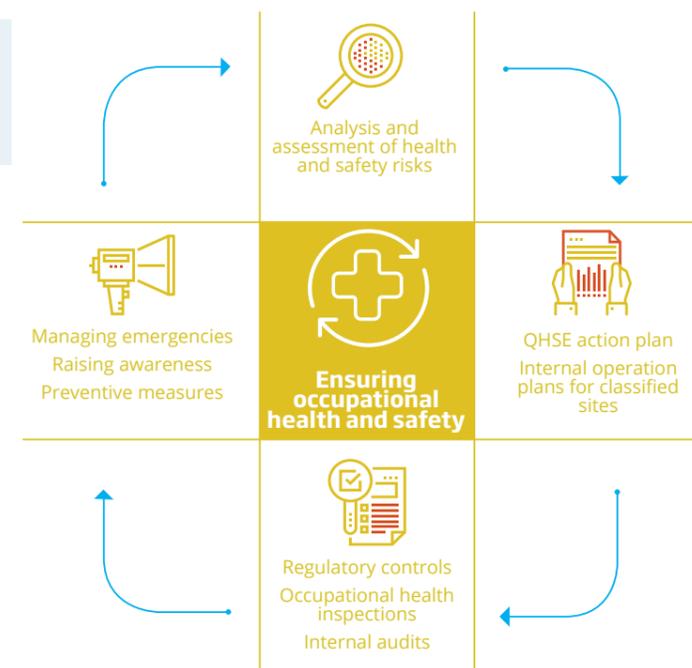
Family budget

Within CIE and SODECI, the «Family Budget Management» project has been in place since 2012. Through this program, the employer's objective is to ensure the development of his or her employees throughout their careers, help them to reach retirement with complete serenity and security in their future, and make the household an agent of development and poverty reduction.

C. ENSURING OCCUPATIONAL HEALTH AND SAFETY

“ The optimization of occupational health and safety conditions is a major focus of the Group's social policy. ”

The measures implemented to enhance the safety of employees in the course of their professional activities are mainly based on the deployment of health and safety procedures according to OHSAS 18001²², as well as the preventive measures implemented by the Hygiene, Safety and Working Conditions Committees, Safety and Environment Visits by Management and toolbox talks. The QSE Coordinator and Hygiene, Safety and Working Conditions Committee members ensure that working conditions and the application of safety measures are in line with applicable regulations and the Group's social ambitions. Their recommendations are gradually being formulated within the various departments.



20- Financial contribution by the Company to the funds dedicated to the solidarity, health and retirement of employees (Solidarity Fund, Health Solidarity Fund, Health Insurance for pensioners: ASMAR, etc.)

21- The funds placed at the disposal of employees to help them undertake personal projects to acquire property or investments to improve their income.

22- Occupational Health and Safety Assessment Series



139 occupational accident
with lost time excluding travel (compared to 180 in 2015)



severity rate
0.16 days of lost time for 1000 hours worked,
down by 29% compared to 2015



frequency rate
(**7 days of lost time** for 1 million hours worked), **down by 32%** compared to 2015



Focus

AT CIE, THE SAFETY CULTURE ALSO EXTENDS TO SUBCONTRACTORS AND THIRD PARTIES

In the job of electrician, professionalism means the eradication of accidents of electrical origin. To reach this objective, since 2011, CIE has had a long-term action plan covering employees, subcontracting companies and those living near to electrical power lines.

Concerning employees, the action plan is built around three major policies:

- + The training of employees in electrical risks (with the presentation of a personnel instruction booklet to all electricians), lockout (work with power off), and, under the recent SERECT²³ approval from CME – Electricity Training Center, on work under power in high and low voltages. Electrical clearances are also delivered and evaluated to avoid confusion of roles;
- + The protection of employees by providing them with appropriate personal protective equipment (helmets with face screen, composite gloves, etc.) and boxes of special tools, regularly upgraded;
- + The involvement of line managers through the organization of managerial safety inspections is amongst the objectives of managers (1,755 managerial safety inspections carried out in 2017, against an average of 1,000 since 2015), the systematic analysis of accidents and daily actions by accident prevention engineers.

With subcontractors, the aim is, through an enhanced approval system, to bring the companies towards the same standards required for employees of CIE in matters of safety. Emphasis is placed on the training of companies on rules for access to the distribution network and on the appropriate provision of personal protective equipment.

Lastly, in relation to third parties, CIE's action consists of informing employees on the necessity of quickly eliminating situations of risk for local residents, providing customers with informational media on electrical risk and organizing sessions to raise the awareness of the general public: children, students, press, authorities, traditional chiefs, pharmacists, etc.

These actions are reflected in the figures for 2017:

- + Amongst employees: no accidents of electrical origin amongst statutory agents (against an average of six over the last five years);
- + Three non-fatal accidents for subcontracting companies (against three accidents, including two deaths, in 2016);
- + A reduction in third-party accidents: 25 accidents (including 19 deaths) against 35 (including 26 deaths) in 2016 over the entire national territory.

The objective set by CIE is to eradicate accidents of electrical origin, for employees, subcontracting companies and third parties, by 2020.



D. INVESTING IN TRAINING

The Eranove Group aims to propel the development of pan-African skills in keeping with the cultural diversity of its companies, employees and countries in which they operate.

“ To this end, it is firmly committed to a strategy to strengthen and develop the skills of its employees to meet its commitments and growth prospects.”

These actions focus on job-related skills and are rolled out with a view to matching human resources to all key jobs.

To continue to strengthen its human capital, the Group has launched two ambitious projects:

- + The skills-based approach to obtain a perfect match between the skills required for a position

and the skills of the employees holding that position;

- + The «Eranove Academy» projects to bring the training centers to a state of excellence.

Two centers of excellence for training in water and electricity business lines

The «ERANOVE ACADEMY» project aims to develop Electricity and Water Industry Centers of Excellence. Thanks to a close link with operations, this ambitious training policy allows high performance and a perfect fit between employees and skills to be achieved in the companies of the Eranove Group. In addition, the Academies have an external dimension to fulfill national and regional requirements.

The Academies cover all water and electricity business lines, from customer reception to the most technical functions, including digital and all levels of management of a company focused on the future. The offers will include Bac +2 and similar

diploma courses, theoretical and practical continuing education, in both classroom and e-learning environments.

The electricity division (CME, Electricity Training Center), in line with its fundamental restructuring, which began last year, is continuing to enhance its range of training courses and to win international customers. The only organization approved by SERECT²⁴ in sub Saharan Africa for Voltage/Low Voltage Work, certified as a center of excellence from

the ASEA – African Network of Centers of Excellence in Electricity, the CME will open, to holders of the baccalaureate plus two years of higher education, five new degrees in September 2018, including a professional degree «Sustainable development, option Energy Efficiency, Energy from Renewable Sources and Home Automation (3ESRD)». Designed in partnership with the CNAM (Conservatoire National des Arts et Métiers), this one-year training course produced by Côte d'Ivoire teachers will deliver a French qualification, obtained in Côte d'Ivoire.



Focus

THE ELECTRICAL ENGINEERING AND MAINTENANCE OF PRODUCTION SYSTEMS BTS (ADVANCED VOCATIONAL DIPLOMA) FROM THE CME: 100% GUARANTEED EMPLOYMENT

As part of the continuous improvement of its range of training courses, the CME - Electricity Training Center - has initiated a process of consulting industrial groups and companies in the electricity sectors in Côte d'Ivoire, which led to the restructuring of the Electrical Engineering BTS, with the support of the Ministry of Higher Education and Scientific Research (MESRS). This process aims to provide a long-term solution to the shortage of technicians in this sector, where there is strong labor demand, with a strong promise of employment upon finishing the training course: «100% of our BTS graduates are sure to be recruited».

To do this, the CME first set up training content adapted to the requirements of employers, then successfully mobilized qualified teachers, and lastly, established partnerships with companies.

Two years later, the BTS, for which the first year group included 61 students, had a success rate of 95% and 100% of students who successfully passed the Electrical Engineering BTS are on work-experience courses in partner companies of the CME.

Backed by this initial successful experience and based on demand from companies, a second «Maintenance of production systems» BTS was opened in September 2017.

A total of 149 new students were recruited on these two courses of study through a competitive examination organized in partnership with the Institut Polytechnique Félix Houphouët Boigny (INPHB) at Yamoussoukro, bringing the total headcount on the BTS training courses to 230 students including 47 females, representing 20.5%.

This result is the fruit of the continuous effort to match training to jobs, which was identified as a strong expectation of the electricity sector. It positions the CME as a center of excellence, which gives training courses providing not only a qualification but, above all, a job.

24- Study, Design and Experimentation Section for the Technical Committee.



Course held at the CME training center

© (CIE)



5 788
employees
trained²⁵



€2.8 million
spent on training
representing 2.72% of
the payroll expenditure
(to be compared with the
legal statutory minimum
in France of 1.5%)

25- Total number of employees having attended formal training sessions. NB: the same employee trained over «n» sessions is counted «n» times.

CHAPTER 5

CONTRIBUTING TO LOCAL DEVELOPMENT



More than 50 years
of building

public-private partnerships
for better access to water and
electricity

Commitment to
local service in
the communities
we serve

Service
quality that
takes public
health into
consideration

Environmental
and social impact
assessments
conducted
according to the
most demanding
international
standards

Improved
customer
experience thanks
to technological
innovation

Involvement of
stakeholders
from planning
through
operation

A. DEVELOPING BALANCED PUBLIC-PRIVATE PARTNERSHIPS

A public services manager, pan-African producer of water and electricity, provider of high-speed data transmission capabilities and developer of training solutions in its core businesses, the Eranove Group, through its subsidiaries, has been working in Africa for over 50 years.

This partnering has not been limited just to the public authorities. It incorporates, in various respects, all stakeholders of the Group: employees, technical and financial partners, consumers, suppliers, NGO's and local communities. It is gradually building a shared vision of sustainable development goals to which the Group and its stakeholders can contribute, each in their own way.

“ Its history and its development are proof of successful partnerships with national governments, striving to balance service quality, sustainable development goals and support for governments regarding their strategic objectives for sectors under concession management. ”

B. RESPONDING TO PUBLIC HEALTH ISSUES

The Eranove Group conducts its businesses pursuant to the safety rules for operating infrastructure and providing services.

The water and electricity facilities that the Eranove Group owns or manages on behalf of the State may present health and safety risks to consumers and local residents. These risks are governed by strict national and international regulations, whose observance is subject to regular review by Eranove Group staff and the public authorities. Furthermore, the contracts which bind the companies of the Group and the concession-granting authorities include provisions to ensure safety and public health, both in periods of operation or work, including in periods of crisis.

“ Great care is demanded of each company in the design, construction, operation and maintenance of installations, to prevent any accident that might affect the health and safety not only of its employees and subcontractors but also of its neighboring residents and its consumers. ”

In the water sector, the Group ensures particularly that the production of drinking water and the discharge of wastewater into the natural environment comply at a minimum with the recommendations of the World Health Organization.



Lab tests (SDE)



Focus CHECKS ON THE QUALITY OF WATER DISTRIBUTED EXCEED OBJECTIVES AT SDE

Every year SDE contracts with the asset management company (SONES - Senegal water corporation) to conduct a number of analyses and a rate of compliance. SONES monitors these results in the laboratories of the Institut Pasteur and the Laboratory Bio Ndar (for bacteriological analyses) and of the Hydrology Department of Cheikh Anta Diop University (for physico-chemical analyses).

In 2017 SONES carried out:

- + 9,473 bacteriological tests with a compliance rate of 98.5% (exceeding the objectives of 96% on 9,500 tests);
- + 2,509 physico-chemical tests with a compliance rate, excepting exemptions, of 99.34% (exceeding the objectives of 95% on 2,500 tests).

C. FOSTERING CLOSER RELATIONSHIPS

1. Participating in the development of host communities

“ Very early on, the Group integrated the host communities into a shared vision of economic and social development ”

In the African tradition, the Group’s local roots have always been expressed by actions carried out in favor of the people living near sites of activity. Decided by the Senior Management, these actions affect vulnerable population groups in various sectors: health, sport and culture, education, access to water and electricity... all contribute to shared development and the maintenance of constructive relationships.

Around water or electricity production facilities, the process was firstly standardized by extending a part of the Group’s managerial model to the local communities: training in participative village management and assistance with social organization, tools to identify sources of wealth, promotion of a family savings culture and sustainable management of village resources.

Since 2014, the Eranove Group has been organizing its societal actions along ISO 26000 guidelines: the stakeholders now have a framework to express and direct the societal actions from which they can benefit.

This approach has listed and classified (according to their level of influence) the individuals or groups of individuals who can affect, or be affected by, the activities of the Group’s subsidiaries. As an illustration, 408 groups of stakeholders have been identified at this stage, at the level of the Electricity Production Department of CIE. The identified stakeholders are then invited to meetings for discussion and dialogue during which their expectations are listed. These discussion meetings, which in some cases resemble municipal referendums, take place at various intervals (weekly, monthly, quarterly, annually) according to the specifics of the stakeholders. SDE organizes monthly meetings with its social partners and a biannual meeting with associations of consumers. Finally, the expectations expressed in the discussion and dialogue meetings are translated into objectives and subsequently applied in action plans. For example, this is how, at CIPREL, societal actions concentrated on supporting pupils in the nursery and primary schools near to the site (Vridi 3 and Vridi Canal), with the distribution of more than 2,700 school kits.

The implementation of these societal action plans expresses the determination of the Group to develop a structured sustainability approach around operational facilities and maintain sustainable local connections with its stakeholders.

At the end of 2017, three subsidiaries were evaluated according to the ISO 26000 standard: CIE (Energy Production Department) and SDE (all scopes excluding the Khor factory) at an «exemplary» level, and CIPREL (all scopes), at a «confirmed» level. SODECI is preparing for the evaluation of the Abidjan Production Department in 2018.



€835,756

committed to social actions²⁶

26- Sums set aside and invested in support, sponsorship and partnership in the areas of sport, culture, health and education (including extraordinary contributions to employees).



Focus

THE INVOLVEMENT OF STAKEHOLDERS AROUND THE ELECTRICITY PRODUCTION FACILITIES OF CIE

Stakeholders are involved in a structured common approach, set up around all of CIE’s thermal and hydroelectric production sites :





Example of an action plan put in place around CIE's hydroelectric plants:

 <p>PARTICIPATIVE GOVERNANCE AND COMMUNICATION</p>	<ul style="list-style-type: none"> + In Taabo and Kossou (villages adjoining the hydroelectric plants of the same name), a governance body was set up for the participative management of activities on the lake and the dam. + The authorities and local elected representatives are trained in the Internal Operation Plan and the Specific Intervention Plan and take part in simulations. + Use of local radio stations for calls for hiring and casual work, etc.
 <p>SHARING THE BENEFITS OF ELECTRICITY</p>	<ul style="list-style-type: none"> + Improving the electricity networks of the neighboring towns and villages + Improving public lighting, etc.
 <p>PROMOTING PROFESSIONAL EXCELLENCE AND QUALITY OF LIFE</p>	<ul style="list-style-type: none"> + Communicating on the mechanism for raising alerts concerning ethical shortcomings and fraud + Renovating the lighting system for state schools + Renovating housing for employees + Renovating canteen areas (hygiene certificates), etc.
 <p>PRESERVING THE ENVIRONMENT</p>	<ul style="list-style-type: none"> + Carry out ecological assessments of operating sites + Implement stock-breeding, fishing and aquaculture projects to reduce over-exploitation of forest and lake resources + Help the hospitals at our sites in disposing of their waste.
 <p>IMPROVING THE ECONOMIC, HEALTH AND SAFETY RESILIENCE OF LOCAL POPULATIONS</p>	<ul style="list-style-type: none"> + Reduce the delay in processing invoices for services provided by local companies and day-workers + Support the hospitals through donations of medicines and health equipment + Educate communities on electrical safety rules (domestic), etc.



Focus

IN SENEGAL, SDE IS SUPPORTING THE ILE DE GORÉE IN SETTING UP AN ENVIRONMENTAL MANAGEMENT SYSTEM

On Ile de Gorée, for several years, SDE has been piloting support to communities and town halls in implementing an environmental approach.

Gorée was chosen for symbolic reasons (an island with a slave-trading past and a site classified by UNESCO since 1978), as well as technical reasons (isolation, small size and commitment of the local authority and the inhabitants in favor of the environment).

Several actions were carried out:

- + Environmental assessment of the island to determine the level of compliance with the ISO 14001 standard;
- + Complete environmental analysis of the island to identify significant environmental aspects and priorities;
- + Preparation of priority projects related to significant identified environmental aspects (waste management, sewage management, etc.);
- + Support in setting up the system provided by an environmental engineer;
- + Financing waste management: acquisition of waste bins and a dug-out canoe for bringing waste from the island to the continent.

The experience gained with this project can serve as a catalyst for initiating approaches of this type in other local authorities or ministerial departments and thus contribute to improving governance in these types of organization. The objective is to capitalize upon experience.

2. Placing the customer at the core of the organizations

“ The customer relationship in the public services is constantly evolving towards better service, more information and greater transparency. ”

Most of the customer actions in 2017 are organized around four topics:

- + Responding to the increasing demand for information;
- + Improving the accessibility of services;
- + Facilitating the processing of invoices;
- + Improving the process of breakdown repair.

1 - Responding to our customers' increasing need for information

Customer satisfaction studies show that the traditional media (daily newspapers, posters, radios, networks related to the chiefdoms) are no longer enough to fulfill their expectations.

Thus, the Group's public service companies (SDE, SODECI and CIE) have undertaken to disseminate

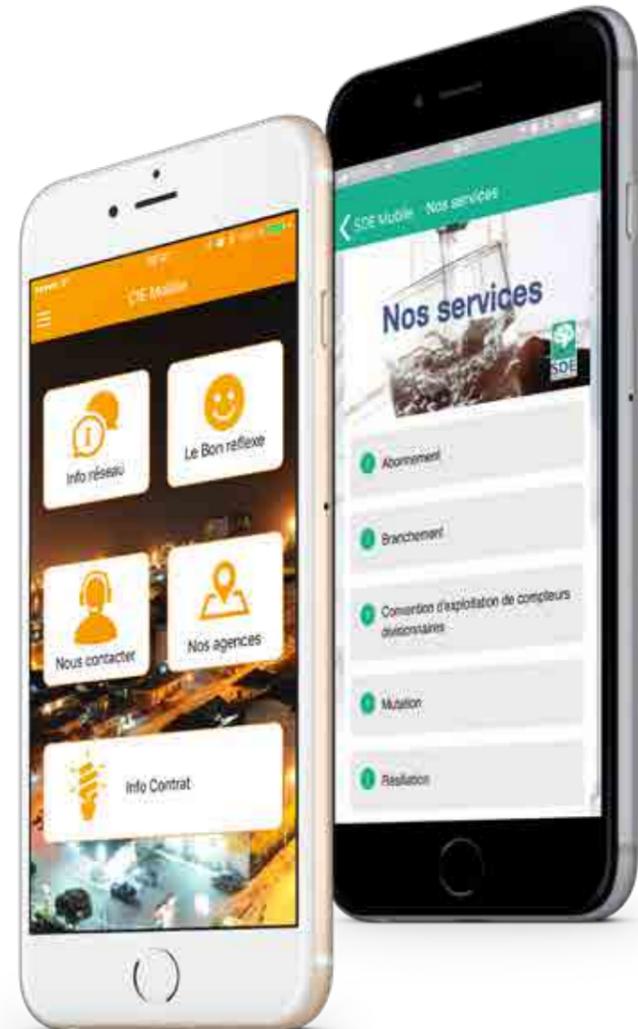
Previously called users, the consumers of water and electricity have taken on a role as both consumers and active players, who monitor the activity of companies, are concerned about the quality of products and services, require transparency and responsiveness and say so in public – particularly on social networks.

The Eranove Group, aware of these new consumer expectations and wishing to anticipate the expectations of the future, is setting about implementing appropriate products and services.

their information by new channels, both to inform customers in almost real-time about the networks (programmed disruptions, leaks, power cuts, service resumption, etc.), and to disseminate information that interests them: how to save water and electricity, major construction projects, leak-detection methods, opening hours of agencies, contacts, etc.

• Mobile applications

Launched in 2017 by CIE in Côte d'Ivoire and SDE in Senegal on IOS and Android, the Eranove Group's mobile applications provide real-time information on the main «network info», facilitating contacting customer relationship centers, enabling incidents to be reported (leaks, electrical faults, etc.) via the «photo alerts» section, using a photo taken by the user, which will be geo-located and sent directly.



New versions of more comprehensive applications are programmed for 2018.

• Social networks

The companies have greatly increased their communication on the social networks, particularly Facebook – a network that is very popular both in Côte d'Ivoire and Senegal.

This presence on this very popular medium is implemented through community managers who are constantly interacting with groups of consumers, and through the increasing organization of the institutional Facebook pages of the companies.

A few examples of achievements:

- + Launched in July 2017, SDE's Facebook page had 27,000 followers at the end of 2017. Each week, the page offers practical advice to improve water quality, detect leaks, and provides information on agencies, on CSR actions, etc.
- + In 2017, CIE responded to 1,448 customer complaints, and SODECLI to 1,093 complaints on Facebook on active consumer groups and its own page

• Increasing the number of information partnerships

For information to be available to everyone as quickly as possible, the companies have established communication partnerships with Facebook pages and Internet sites used widely by consumers.

These media thus provide an on-demand relay for the main information from the public-service companies, in real-time, to a wide audience: an example is the partnership between CIE and Abidjan.net by which Abidjan.net disseminates real-time banners on its Internet site in case there is a major network incident on the Côte d'Ivoire electric power grid.

2 - Improving the accessibility of services

In circumstances of increasing urbanization, road traffic and transport prices, the companies of the Eranove Group are intent on facilitating access to their services by limiting the journeys of their customers.

This movement was initiated several years ago, with the payment of invoices by mobile telephone or by partner networks (particularly banks). In 2017, the online agency, known as e-agency, became available, resulting in an increasing number of local actions.

• e-agency

Agencies on the Internet are under development and provide customers with access to nearly all products and services without having to travel.

The first e-agency was put online by SDE in the 4th quarter of 2017.

It enables the main actions to be carried out online: payment of invoices, connection, subscription, termination, etc.



• **Local operations**

So that even the customers who do not come to us can be listened to and get replies, there are an increasing number of actions outside our premises.

So, in 2017, CIE decided to go and meet its customers. After a test at the end of December 2016, it organized a commercial meet-and-greet called " Between you and us " in February. A second meet-and-greet took place in June, then a third in December 2017. The



«Between you and us» concept involved assigning about ten kiosks in greater Abidjan, in public areas such as the town hall and the sports field or in shopping centers.

The customers took advantage of these occasions to explain exactly what they thought. During the test, and the two meet-and-greet sessions that followed, the teams recorded more than 23,300 visitors and collected nearly 2,900 comments.

3 - Facilitating the processing of invoices

Whatever the efforts of the States of Senegal and Côte d'Ivoire to contain the prices for water and electricity, the invoiced expense is significant for a large number of Côte d'Ivoire and Senegal households.

The companies of the Eranove Group are therefore doing everything that they can to reduce the expense for their customers through actions on the ground.

- + The three companies are increasing the advice and communication to their customers to help them to optimize their consumption through tutorial films broadcast on the social networks and in the agencies, through booklets made available, televised mini-films, in their mobile applications, etc.
- + SDE has developed and put online, on its e-agency, an invoice simulation tool, which enables better anticipation of the payment of invoices.

- + CIE has sent the invoicing schedule to its customers, to enable them to better plan and anticipate their payment.
- + CIE is also increasing the number of prepayment offers, which enable households to better control their consumption and manage their family budgets.

4 - Improving the process of breakdown repair

The call centers and intervention teams are fully internalized to better control the service provided and are available twenty-four hours a day and seven days a week.

The intervention capacity is sometimes put under strain by the dilapidated condition of the water and electricity networks, which lead to breakdowns and urban congestion. In this context, the companies of the Eranove Group are increasing the number of innovations and tips for reducing delays and improving the quality of case management.



Focus

COCKPIT FROM SDE: A PLATFORM 2.0 TO MONITOR INTERVENTIONS AND COMPLAINTS

Cockpit 2.0 is an integrated platform for controlling interventions and handling customer requests and complaints. Composed of a call center and a system for supervising interventions in real-time, Cockpit from SDE, after its installation in 2004, achieved its digital revolution in 2017.

The technologies used by the mWater™ platform and the application that manages the services of Cockpit 2.0 provide access to these services from a mobile terminal (telephone, smartphone) or a fixed terminal (PC) through all types of available communication channels (SMS, GSM, 2G, 2.5G, 3G, 4G, Wifi, Web, etc.).

The supervision cockpit now has :

- + Precise information on all customers of greater Dakar (geolocation, telephone and email contact, etc.);
- + A call center that will become the single point of entry for customer relationships;
- + A technical supervision service with digital tools for organization and monitoring in real-time :
 - o Interventions on the ground for maintenance work, connections and those relative to requests from customers for subscriptions, terminations, etc.,
 - o The position of the fleet of vehicles to optimize intervention time,
 - o The intervention report, which is dematerialized: photos are stored in the database to keep track of interventions, together with a vocal report.



D. PROMOTING OUR SUSTAINABILITY APPROACH AMONG OUR PARTNERS

Following the issues identified under the ISO 26000 process and the ethics program,

“ the Group’s companies realized the role that they could play as influencers, towards their subcontractors, suppliers and partners, to encourage them to respect fundamental principles in terms of responsibility. ”

This awareness is now expressed

- + Around the water and electricity production plants, where discussion meetings with stakeholders have had a real follow-through effect

- + Through societal actions designed to be sustainable, such as, at SDE, training courses in the prison system and support in setting up management systems with local administrations
- + Through the dissemination of best practices to the general public (via television, cinema, press, social networks, etc.) for better use of water and energy savings
- + Through the integration of the main suppliers in the application of ethical charters
- + Through the incorporation of increasingly rigorous ethical, social and environmental criteria into the purchasing process.



Electrical risk awareness-raising campaign aimed at stakeholders

© (CIE)



Focus

CIPREL IV: THE CONSTRUCTION COMPANIES COMMITTED TO AN ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN

At CIPREL, the construction of a combined cycle plant for recycling hot exhaust gas emitted by two gas turbines to drive a steam turbine (project named «CIPREL IV») was accompanied by an Environmental and Social Management Plan (ESMP) forming an integral part of the Environmental and Social Impact Assessment (ESIA).

Bringing together all responsible players, this plan covers the entire life of the plant: its construction, operation and going as far as its demolition. A genuine tool for planning, the ESMP details, identifying the designated managers and the monitoring indicators, the actions to implement and the monitoring of the measures decided to eliminate, reduce or compensate for the social and environmental impacts of the project.

The ESMP has naturally been translated into ethical criteria, in the specifications for requests for bids, to associate the works contractors. During all phases of construction, particular attention was paid to:

- + The management of building site waste (types of waste planned, means of collection, means and place of storage, means and place of disposal);
- + The management of water (supply, place, quantity), the purification system planned for the domestic water for the building sites and the places of discharge;
- + The management of air, including the control of dust vents, gaseous discharges and sound emissions (noise of machinery);
- + The management of human resources (compliance with local employment regulations, incentive to prioritize local hiring, satisfactory housing for immigrant workers);
- + Communication and information directed towards the local population and the local and national authorities (with an inspection of the construction site by the representatives of neighboring communities).

CIPREL’s HSE team monitors the implementation of the ESMP, with inspections by local administrations and consultancies mandated by the lenders, with a commitment to warn the local institutions concerned when any particular problems are encountered.

APPENDIX

APPENDIX I Grenelle II cross-reference table	77
APPENDIX II Gri cross-reference table	79
APPENDIX III Methodological note	82
APPENDIX IV Performance indicators 2015 to 2017	88
APPENDIX V Report from the independent third-party organization	97

APPENDIX I - GRENELLE II CROSS-REFERENCE TABLE

GRENELLE 2 INFORMATION	SECTION IN 2017 REPORT
SOCIAL DATA	
Employment	
Total workforce and breakdown of employees by sex, age and geographical area	4.A.2/ 4.A.3/ 4.A.5
New hires and dismissals	4.A.2
Compensation and pay trends	4.A.4
Work structure	
Organization of working hours	4.A.1
Absenteeism	4.A.1
Employee relations	
Organization of social dialogue, and specifically employee information, consultation and negotiation procedures	4.A.6
Overview of collective agreements	4.A.6
Health and safety	
Occupational health and safety conditions	4B / 4.C
Overview of occupational health and safety agreements signed with trade unions or employee representatives	4B / 4.C
Workplace accidents (particularly frequency and severity) and occupational illnesses	4.C
Training	
Training policies	4.D
Total hours of training	4.D
Equal treatment	
Measures implemented to promote gender equality	4.A.3
Measures implemented to promote the employment and integration of persons with disabilities	4.A.3
Anti-discrimination policy	4.A.3
Promotion of and compliance with the terms and conditions of the ILO basic conventions on:	
Respect of the freedom of association and the right to collective bargaining	4.A.6
Eliminating employment-related and professional discrimination	4.A.3
Eliminating forced or mandatory labor	4.A.1
The effective abolition of child labor	4.A.1
ENVIRONMENTAL DATA	
Overall environmental policy	
Structuring the Company in order to take environmental issues into consideration, and where necessary, implement assessment or certification processes	1.D.1/1.D.2 / 3.A / 3.C/3.D
Employee environmental protection training and information measures	1.D.1/ 3.A / 3.C
Dedicated resources for preventing environmental risks and pollution	1.D.1/ 3.C

Pollution and waste management		
Measures to prevent, reduce or redress air, water and soil emissions and effluents which have an adverse effect on the environment		3.A / 3.B / 3.C / 3.D
Dealing with noise pollution and all other forms of pollution which are specific to an activity		3.C
Circular economy		
Waste prevention and management	Waste prevention, recycling and re-use measures, and other means of recovering or eliminating waste	3.C
	Measures to prevent food waste	3.A
Sustainable use of resources	Water consumption and water supply according to local constraints	2.A / 3.A / 3.C
	Consumption of raw materials and measures taken to improve the effectiveness of their use	3.A / 3.B 3.C / 3.D
	Energy consumption, and measures taken to improve energy efficiency and use of renewable energy	2.A / 2.B / 3.A / 3.B / 3.D
	Land use	3.C
Climate change		
Significant levels of greenhouse gas emissions are generated by the Company's activities, and particularly through the use of the goods and services that it provides		3.C / 3.D
Protection of biodiversity		
Measures taken to preserve or develop biodiversity		2.B
INFORMATION ON SOCIETAL COMMITMENTS TO SUSTAINABLE DEVELOPMENT		
Regional, economic and social impacts of the Company's business activity		
In terms of employment and regional development		4.A.2 / 5.C
On local residents		2.C / 5.C
Relationships established with people or organizations affected by the Company's business activity, including integration charities, educational institutions, environmental protection associations, consumer associations and local residents		
Conditions for dialogue with these people or organizations		4.A.5/5.A
Partnership and sponsorship actions		5.C
Sub-contracting and suppliers		
Consideration of the social and environmental issues in the purchasing policy		5.D
Importance of sub-contracting and the Company's consideration of its responsibility as an employer and environmental responsibility in supplier and sub-contractor relationships		5.D
Fair commercial practices		
Anti-corruption measures		1.C
Measures taken to support consumer health and safety		5.B
Other actions taken to promote human rights		
Other actions taken to promote human rights		1.C

APPENDIX II - GRI CROSS-REFERENCE TABLE

GENERAL INFORMATION		SECTION IN THE 2017 REPORT
STRATEGIES AND ANALYSIS		
G4-1	Statement from the organization's chief decision-maker	Editorial
G4-2	Description of main impacts, risks and opportunities	Editorial / 1/2/3/4/5
ORGANIZATION PROFILE		
G4-3	Organization name	Editorial
G4-4	Main brands, products and services	Editorial
G4-5	Registered office of the organization	Editorial
G4-6	Location of the organization	Editorial
G4-7	Ownership and legal status of the organization	Appendix 5
G4-8	Geographical distribution of the organization's market	Editorial
G4-9	Size of the organization	Editorial/ 4.A
G4-10	Total number of employees by employment contract and by gender	4.A
G4-11	Percentage of employees covered by a collective agreement	4.A
G4-13	Changes in the organization during the reporting period	2.B / 3.B / 4.A
G4-14	Methodology, processes and precautionary principle within the organization	3 / 4.C / 5.B
G4-15	Codes, policies, and other initiatives which the organization has adopted	1.C / 1.D / 3.C
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-18	Reporting principles and system, process for defining report content and aspects scope	Appendix 3
G4-19	Relevant aspects identified in process for defining content	1 / 2 / 3 / 4 / 5 / Appendix 3
G4-20	Scope of relevant aspects within the organization	1 / 2 / 3 / 4 / 5 / Appendix 3
G4-21	Scope of relevant aspects outside the organization	5
STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholders in dialogue with the organization	Editorial / 5.A/5.C/5.D
G4-25	Stakeholder identification and selection criteria	Editorial/ 5.C
G4-26	Method for the involvement of stakeholders, and frequency of dialogue	4.A / 5.C
G4-27	Key stakeholder topics and concerns as regards dialogue	Editorial/ 4.A / 5.C
REPORT PROFILE		
G4-28	Reporting period	Editorial / Appendix 3
G4-29	Publication date of most recent report	Appendix 3
G4-30	Reporting cycle	Editorial / 1.D
G4-31	Reporting key focus area	Masthead
G4-33	External audits	Appendix 5
GOVERNANCE		
STRUCTURE AND COMPOSITION		
G4-34	The organization's governance structure	1.A
G4-35	Delegation of powers process	1.A
G4-36	Appointment of economic, environment and social managers and their line managers	1.C / 1.D
G4-38	Set out the composition of the higher governance body and its committees, in accordance with the following breakdown	1.A / 1.C
G4-42	Set out the roles of the higher governance body and executive managers in relation to the organization's development, approval, mission updates, mission values or statements, strategies, policies and goals as regards economic, environmental and social impacts	1.A

HIGHER GOVERNANCE BODY'S RISK MANAGEMENT ROLE		
G4-45	Set out the role of the higher governance body as regards identifying and managing economic, environmental and social impacts, risks and opportunities.	1.A
G4-46	Set out the role of the higher governance body as regards examining the effectiveness of the organization's risk management processes in economic, environmental and social areas	1.A
G4-47	Indicate how frequently the higher governance body examines the economic, environmental and social impacts, risks and opportunities	1.A
ROLE OF THE HIGHER GOVERNANCE BODY IN SUSTAINABLE DEVELOPMENT REPORTING		
G4-48	The most senior manager in charge of examining and officially approving the sustainable development report	1.A
COMPENSATION AND INCENTIVES		
G4-52	Compensation calculation process	1.A / 4.A
ETHICS AND INTEGRITY		
G4-56	Description of the organization's values, principles, standards and rules in relation to conduct	1.C
G4-57	Procedures for obtaining advice on ethical and law-abiding conduct	1.C
SPECIFIC INFORMATION		
Advice on the description of the managerial approach		
G4DMA	Relevance of the aspect and the impacts which justify it	Editorial/1/ 2 / 3/ 4/ 5/ Appendix 3
G4DMA	Methodology for managing the aspect and its impacts	Editorial/1/ 2 / 3/ 4/ 5/ Appendix 3
CATEGORY: ECONOMY		
ASPECT: ECONOMIC PERFORMANCE		
G4-EC1	Direct economic value created and distributed	2.A / 2.B / 2.C / 2.D / 4.A / 4.B / 5.C
G4-EC2	Climate change-related risks and opportunities likely to lead to major changes in business activities, income or expenditure:	3.D
G4-EC3	Defined benefit pension scheme coverage	4.B
ASPECT: MARKET PRESENCE		
G4-EC5	Ratios for basic starting salary by gender in comparison with the local minimum wage	4.A
ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-EC7	Development and impact of investment in infrastructure and service support	2.A/2.B/2.C/2.D
G4-EC8	Substantial indirect economic impacts and the scale of such impacts	2.A/2.B/2.C/2.D
CATEGORY: ENVIRONMENT		
ASPECT: MATERIALS		
G4-EN1	Consumption of materials in weight and volume	3.A/3.B/3.C/3.D
ASPECT: ENERGY		
G4-EN6	Reducing energy consumption	3.A/3.B/3.C/3.D
G4-EN7	Reducing the energy needs of products and services	3.A/3.B/3.C/3.D
ASPECT: WATER		
G4-EN8	Total volume of water taken by source	3.A/3.C/3.D
ASPECT: EMISSIONS		
G4-EN19	Reduction of GHG emissions	3.D
ASPECT: EFFLUENTS AND WASTE		
G4-EN22	Total water effluents by type and destination	3.C / 3.D
G4-EN23	Total waste weight by type and processing method	3.C / 3.D

CATEGORY: SOCIAL		
SUB-CATEGORY: PRACTICES IN MATTERS OF EMPLOYMENT AND DECENT WORKING CONDITIONS		
ASPECT : EMPLOYMENT		
G4-LA1	Total number of new hires, and staff turnover rate by age, gender and geographical area	4.A
G4-LA2	Social benefits offered to employees on the main operating sites	4.B
ASPECT: EMPLOYER/EMPLOYEE RELATIONS		
G4-LA4	Minimum notice period in the event of an operational change included in an agreement	4.A
ASPECT: HEALTH AND SAFETY AT WORK		
G4-LA5	Percentage of the total workforce represented in the occupational health and safety joint committees	4.C
G4-LA6	Rate and type of workplace accidents, occupational illnesses, absenteeism, lost work days by geographical area and by gender	4.C
G4-LA7	Employees who are directly and frequently exposed to specific work-related illnesses as part of their jobs	4.C
ASPECT: TRAINING AND EDUCATION		
G4-LA9	Average number of employee training hours during the reporting period	4.D
G4-LA10	Employee training and skills development schemes	4.D
ASPECT: DIVERSITY AND EQUAL OPPORTUNITIES		
G4-LA12	Breakdown of employees by professional group, age and gender	4.A
ASPECT: EQUAL PAY FOR WOMEN AND MEN		
G4-LA13	Ratio of basic salary and comparison between women's and men's salaries for each category	4.A
SUB-CATEGORY: HUMAN RIGHTS		
ASPECT: ANTI-DISCRIMINATION MEASURES		
G4-HR3	Total number of discriminatory incidents, and corrective actions implemented	4.A
ASPECT: ASSESSMENT OF SUPPLIER COMPLIANCE WITH HUMAN RIGHTS REGULATIONS		
G4-R10	Percentage of new suppliers checked against human rights-related criteria	5.D
G4-R11	Negative impacts on human rights in the supply chain and measures taken	5.D
SUB-CATEGORY: SOCIETY		
ASPECT: LOCAL COMMUNITIES		
G4-SO1	Percentage of sites having implemented schemes to involve local communities, impact assessments and development programs	5.C
ASPECT: ANTI-CORRUPTION MEASURES		
G4-SO3	Communication and training on anti-corruption policies and procedures	1.C
SUB-CATEGORY: RESPONSIBILITY FOR PRODUCTS		
ASPECT: HEALTH AND SAFETY OF CONSUMERS		
G4-PR1	Percentage of product and service categories for which health impacts are assessed with the aim of making improvements	5.B
ASPECT: LABELING OF PRODUCTS AND SERVICES		
G4-PR3	Information on products and services required by organizational procedures	5.B



APPENDIX III - METHODOLOGICAL NOTE

OVERVIEW

French Law no. 2010-788 promulgated on July 12, 2010 concerning the national commitment to the environment and known as «Grenelle II» called for greater transparency and more extra-financial reporting, which until then had been required by the NRE Law of 2001.

The law was supplemented by two implementing decrees: the Decree of April 24, 2012, which defines the thresholds for applying the law and lists the disclosures to be made, and the decree of May 13, 2013 which prescribes the manner in which an independent third-party organization must perform its verification.

The Eranove Group has been voluntarily subject to these texts since the 2015 fiscal year, and now for the third consecutive fiscal year.

The indicators used by Eranove were selected both to meet the requirements of Article R. 225-105-1 of the so-called Grenelle II law in the French Commercial Code (Code de Commerce) and to represent the Group's business activities.

In addition to the indicators that quantify Eranove's impact on the environment, this report presents the strategy, commitments, accomplishments and plans of the Eranove Group in terms of sustainability for the 2017 fiscal year throughout the whole of the consolidated scope of the Group.

Moreover, Eranove has tried in its report to apply the principles of the Global Reporting Initiative (GRI) with respect to producing sustainable development reports, specifically: thoroughness, clarity, timeliness, balance and accuracy.

Eranove is engaged in a multi-year process of ongoing progress and improvement in order to enhance its internal reporting system, make its data reliable and expand the number of actions and indicators it tracks to give the most accurate picture possible of its footprint.

METHODOLOGICAL ISSUES IN THE REPORTING SYSTEM: PROCEDURE AND TOOLS OF THE REPORTING SYSTEM

The sustainability reporting was initiated by the Senior Management of the Group in November 2014 in order to reflect, as comprehensively and precisely as possible, the growing importance of sustainability within all of the entities of the Group.

In this regard, a computerized system for the collection and consolidation of social, environmental and societal data was put in place using software known as OPERA, which has been selected and deployed. The sustainability indicators were integrated into this configured software, which includes historical data from 2012 to 2016.

The list of indicators (collections of entries from the computer system) constitutes the standard used by the Group, given that it specifies, for each indicator: a unique identifying number, a name, a definition, a calculation methodology or formula, a unit of measure, the reporting period, the scope covered, sources and persons responsible, comments and yearly columns for reporting the data.

CHOICE OF INDICATORS

The indicators used were first selected to meet the requirements of Article R. 225-105-1 of the so-called Grenelle II law in the French Commercial Code.

The list was added to by in-house contributors to give a better picture of the major impacts of the operating

companies and the special factors at each company.

- **DEFINITION OF GROUP-WIDE ENVIRONMENTAL AND SOCIAL INDICATORS**

A first series of indicator definitions was proposed by Eranove SA in keeping with a set of external benchmarks. These definitions were reviewed with each subsidiary to confirm the feasibility and relevance of the initial definition.

A number of working sessions at each subsidiary and between each subsidiary and Eranove SA, particularly in the sustainable development management group, ensured the consistency of the indicators across the subsidiaries and their accurate reflection of the realities of each business line. Definitions were then adjusted and the scopes refined.

For reasons of stability, if a change in the definition of the indicator made in 2017 changes the value of the 2016 indicator, it has been decided not to carry forward the calculation of the 2016 indicator, except as otherwise provided in the commentary.

- **CHANGES IN INDICATORS FROM 2016 TO 2017**

This section gives the changes to indicators between the 2016 and 2017 sustainability reporting following feedback from members of the Sustainable Development Management Group and/or upon request from the independent third-party organization in charge of verification. These developments include: the new indicators, the reformulation of titles, definitions or calculation modes and the deletion of indicators.

With regard to the collection of social indicators (Human resources)

* The definitions and/or calculation formulas were adjusted for the following indicators, with the aim of eliminating ambiguities and ensuring good reproducibility :

- + company headcounts;
- + training expenses;
- + number of hours of training;
- + wages and salaries;
- + work-related accidents;
- + absenteeism;
- + departures due to contract termination;
- + occupational diseases;
- + expenditure in respect of social policy

* Elimination of three indicators related to the COMPANY DISABLED HEADCOUNT, which were the subject of previous reporting, and their replacement by two new indicators which are easier to understand and follow :

- + number of disabled persons recruited;
- + number of disabled persons in the headcount

The historical data from the two deleted indicators («Headcount with total disability after hiring» and «Headcount with partial disability after hiring») were transferred to the new and more explicit indicator of «Number of disabled persons in the headcount». Consequently, an adjustment of historical data of the «Total headcount with disabilities» was necessary :

- + 2015: 50 persons with disabilities in the headcount (instead of 57);

- + 2016: 114 persons with disabilities in the headcount (instead of 127).
- * Creation of an indicator on commuting accidents which were not taken into account in 2016 :
 - + Commuting accident.
- * Correction of the title «Absences for exceptional legal permissions (APE)»
 - + Absence for exceptional permission (APE)
- * Addition of an indicator on the number of interns recruited during the fiscal year by the company :
 - + Number of hires of interns.
- * Creation of a specific collection for indicators on wages, which is only accessible to a small number of identified and accountable persons to ensure the confidentiality of the data.

With regard to the collection of environmental indicators

- * Adjustment, modification of titles, definitions, units and/or calculation formulas for the following indicators :
 - + water consumption;
 - + available THERMAL energy;
 - + available HYDROELECTRIC energy;
 - + paper consumption;
 - + water consumption by headquarters, agencies, offices;
 - + electricity consumption by water production and electricity generation plants
 - + gas consumption;
 - + rates of availability of electrical power generators, excluding scheduled shutdowns
 - + (added «Rate of»);
 - + transformers containing PCB (Replaced the word «devices» by «transformers»);
 - + discharges of greenhouse gases (instead of the abbreviation GHGE).
- * Creation of new indicators based on feedback from companies :
 - + total drinking water produced;
 - + calcium carbonate;
 - + education on reducing greenhouse gas emissions;
 - + greenhouse gas emissions to be avoided through energy audits;
 - + emissions of atmospheric pollutants (subtitle);
 - + consumption of paper for outputting invoices;
 - + total number of transformers used;
 - + rate of transformers containing PCB;
 - + number of transformers containing PCB sent for disposal

With regard to the collection of societal indicators

- * Modification of the title, the unit and/or the calculation formula for the following indicators :
 - + subsidized connections to the electricity grid: title modified to distinguish them from connections related to the Electricity for All program;
 - + subsidized connections to the water grid: adjustment of the definition and the formula;

- + ethics: reformulation of «anti-corruption» in favor of «Promotion of ethics»
- * Creation of four new indicators, which are :
 - + headcount of Energy Performance customers (new SMART ENERGY activity);
 - + PEPT Subsidized connections to the electricity grid;
 - + total number of collective agreements signed;
 - + number of collective agreements concerning health and safety aspects signed

REPORTING

REPORTING SOFTWARE

The reporting tool, named OPERA CSR, was updated by the company AMELKIS (France) based firstly on modifications and additions of the indicators chosen and validated for the 2017 fiscal year, and secondly, the requirements of optimization of the deadline and quality of reporting results. So it now has the following functionalities :

- Connection mode: SaaS (Software as a Service): direct access over the Internet with a dedicated payable code for each user;
- Display of a dashboard for monitoring entries and alerts, indicating :
 - + the number of indicators for which data has been entered (data alert threshold),
 - + the number of indicators to be corrected or justified (variation alert threshold),
 - + the number of indicators with incoherent data (coherence alert threshold),
 - + the rate of progress of the entry,
 - + the completion of comments;
- creation of a collection for entering and consulting data on wages (confidential area), with reduced access to ensure the confidentiality of information;
- automation of calculation for the greenhouse gas discharge indicator, to facilitate the inclusion of emission factors specific to each country;
- automatic presentation of data in a format that is directly usable in the appendix to the Sustainable Development reports, known as «Grenelle presentation»

The user manual, updated by the developer AMELKIS (France) according to changes made to the software (V2) was sent during deployment of this new version to each of the users in the entities, in order to ensure proficiency with the tool.

REPORTING MANUAL

The reporting procedure (ESA-RSE-REP-2017-12), in the process of validation, describes the eight main stages characterized by well-defined tasks and responsibilities :

N°	STAGES IN THE PROCESS	TASKS	IN CHARGE
1	Report request	<ul style="list-style-type: none"> Define framework and guidelines of the reporting Prepare broad scheduling of the reporting Transmit the guidelines and the schedule for the reporting to the companies 	ERANOVE Senior Management ERANOVE Sales and Customer department SM representative Sustainable Development Management Group OTI
2	Configuration of the Opera software for the reporting system	<ul style="list-style-type: none"> Identify deletions and additions of indicators Seek software update from the vendor Perform technical operations to incorporate the updates made Set the reporting period(s) into the software 	DSMES-GS2E SM representative RI ERANOVE IT CONTRACTOR Sustainable Development Management Group OTI
3	Reporting data collection and entry by the companies	<ul style="list-style-type: none"> Define within the Company the reporting guidelines and schedule Prepare the reporting data indicators Check the reliability of data produced by employees Collect data from those responsible for producing the data Enter and save the data in Opera Create the reproductions of the Company's data Audit data entry and check the data in Opera 	Company CSR manager Data Mgr. Relevant department DSMES GS2E SM representative
4	Preparation of Group report statements	<ul style="list-style-type: none"> For each company, check the effectiveness and comprehensiveness of data entry into the software Prepare the Group data retrieval statements 	Company CSR manager Relevant department DSMES GS2E SM representative
5	Preparation of the Sustainable Development Report (Group)	<ul style="list-style-type: none"> Establishment of detailed summary with the contributions of subsidiaries Write the Group's Sustainable Development Report 	Subsidiaries CSR manager SM representative
6	Check of the Group's extra-financial CSR reporting	<ul style="list-style-type: none"> Perform an internal audit for thoroughness, reliability and consistency of the reporting data (indicator and Group SD report) Check and certify the reliability and the compliance of the CSR reporting data with current standards 	SM representative CSR manager of the companies SM of the Companies Eranove Senior Management OTI
7	Validation of extra-financial reporting by Board of Directors	<ul style="list-style-type: none"> Validation of the CSR indicators of the company by the general management then by Company Board of Directors Validation of the group's CSR reporting (indicators and SD report) by the Eranove general management and Board of Directors Publication of the report on the verification of the Group's CSR reporting by the OTI 	Company SM Company BoD ERANOVE Senior Management ERANOVE BoD OTI
8	Publication of the SD reports of the companies and group	<ul style="list-style-type: none"> Writing the company SD report Editing, publication and dissemination of the company and group SD reports 	Company CSR manager ERANOVE Sustainable Development manager Design and printing contractor

REPORTING SCOPE

In 2017, the information, whatever the domain, social, societal or environmental, published in this report, covers all companies having an operational activity in the Eranove Group, namely: CIE, SODECI, CIPREL, SDE, ERANOVE CI, ERANOVE SA, AWALE CORPORATION, GS2E, and SMART ENERGY.

Work done under management or services contracts is left out of the reporting system.

For all information, year-on-year comparisons are based on like-for-like scope.

For each of the indicators, the companies concerned are specified.

DISCLAIMER AND LIMITATIONS ON THE METHODOLOGY

- The severity rate and the frequency of lost time are calculated on theoretical hours worked, appearing in the denominator as product of the workforce as of the end of the month times the monthly hours for a 40-hour work week (in Côte d'Ivoire and Senegal) or 35-hour work week (in France) multiplied by 12 months. I.e., (35 h/wk * 52 wk/year/12 months/yr) 151.67 hours/month in France and (40 h/wk. * 52 wk/year/12 months/yr) 173.33 hours/month in Côte d'Ivoire and Senegal. In this way, the theoretical employee working time takes into account variations in headcount during the year.
- The following are taken into account for calculating absenteeism rates: occupational accidents, unauthorized absences, sick days and lay-offs.
- The calculation of the occupational accidents includes student interns at the CME and CMEAU.
- Regarding the production and distribution of water, network efficiency is the ratio of water billed to the customer over the drinking water supplied to the network (i.e., the treated water from plants and, for SDE, water from the wells connected to the network after chlorination). Technical distribution efficiency refers to Dakar and Abidjan, for which the flow of water into these capitals is measured.

The indicator of consumption of total energy sums the electrical energy consumed and the consumption of natural gas, DDO/HVO and Diesel/Diesel Oil

$$ENV\ 410 = ENV420 + ENV430 + ENV440 * 0.00901067 + (ENV450 + ENV460) * 0.01 + ENV470 * 0.00985833$$

The conversion factors are based on the PCI and density data from ADEME's GHG assessment site (<http://www.bilans-ges.ademe.fr/>) :

- + Natural gas: 49.6 GJ/t. – 654 kg/m³
- + HVO/DDO: 10 GJ/t – 900 kg/m³
- + Fuel oil/Diesel oil: 42 GJ/t – 845 kg/m³

- The calculation of greenhouse gases was done automatically in the IT system based on data from the ADEME carbon database (<http://www.bilansges.ademe.fr/>).

for consumption of electricity by head offices, agencies, offices and facilities :

- + Côte d'Ivoire EF electricity = 0.445 kgCO_{2e}/kWh
- + Senegal EF electricity = 0.637 kgCO_{2e}/kWh
- + France EF electricity = 0.0647 kgCO_{2e}/kWh

for fuel :

- + Gasoline EF 2.8 kgCO_{2e}/l
- + Road vehicle diesel EF = 3,16 kgCO_{2e}/l. ;

for DDO and HVO :

- + Heavy Fuel Oil EF = 3,25 kgCO_{2e}/l.;

For natural gas :

- + Natural gas EF = 2,53 kg CO_{2e}/m³

For fuel oil/diesel used in electricity generators :

- + Diesel EF = 3,16 kgCO_{2e}/l.

APPENDIX IV PERFORMANCE INDICATORS 2015 TO 2017

EMPLOYMENT INDICATORS

INDICATORS	DEFINITION	UNIT	2015	2016	2017
1 - COMPANY HEADCOUNT					
Total Company workforce		No. of individuals	8,351	8,579	9,078
Total workforce, Managers (MA)	Total number of the Company's Managers (MA), consisting of those on current permanent contracts (CDI) and those on current fixed-term contracts (CDD). NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	831	857	943
Total workforce, Supervisors (S)	Total number of the Company's Supervisors (S), consisting of those on current permanent contracts (CDI) and those on current fixed-term contracts (CDD). NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	3,750	3,807	4,066
Total workforce, workers (W)	Total number of the Company's Workers (W), consisting of those on current permanent contracts (CDI) and those on current fixed-term contracts (CDD). NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	3,770	3,915	4,069
Total female workforce		No. of individuals	2,023	2,050	2,168
Total workforce, female Managers (MA)	Total number of the Company's female Managers (MA), consisting of those on current permanent contracts (CDI) and those on current fixed-term contracts (CDD). NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	230	241	268
Total workforce, female Supervisors (S)	Total number of the Company's female Supervisors (S), consisting of those on current permanent contracts (CDI) and those on current fixed-term contracts (CDD). NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	1,139	1,152	1,214
Total workforce, female workers (W)	Total number of the Company's female Workers (W), consisting of those on current permanent contracts (CDI) and those on current fixed-term contracts (CDD). NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	654	657	686
Total workforce, expatriate		No. of individuals	7	7	7
Total workforce, expatriate Managers	Total number of Managers employed by the Company under current permanent (CDI) and fixed-term (CDD) expatriate contracts. The concept of an expatriate has nothing to do with nationality. It reflects the nature of the contract signed. NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	7	7	7
Total workforce, expatriate Supervisors	Total number of Supervisors (S) employed by the Company under current permanent (CDI) and fixed-term (CDD) expatriate contracts. The concept of an expatriate has nothing to do with nationality. It reflects the nature of the contract signed. NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	0	0	0
Total workforce, expatriate workers	Total number of Workers (W) employed by the company under current permanent (CDI) and fixed-term (CDD) expatriate contracts. The concept of an expatriate has nothing to do with nationality. It reflects the nature of the contract signed. NB: Not included are contracts of interns, apprentices, volunteers, consultants, temporaries, day-workers or subcontractors.	No. of individuals	0	0	0
Total headcount per age bracket		No. of individuals	8,351	8,579	9,078
Total workforce aged 18-25	Total number of employees as of the reporting date aged 18 years or more and strictly less than 26. NB: Until his or her 26th birthday, an employee is still 25 years old.	No. of individuals	214	163	251
Total workforce aged 26-35	Total number of employees as of the reporting date aged 26 years or more and strictly less than 36. NB: Until his or her 36th birthday, an employee is still 35 years old.	No. of individuals	3,217	3,242	3,509
Total workforce aged 36-45	Total number of employees as of the reporting date aged 36 years or more and strictly less than 46. NB: Until his or her 46th birthday, an employee is still 45 years old.	# personnes	2,521	2,665	2,813

INDICATORS	DEFINITION	UNIT	2015	2016	2017
1 - COMPANY HEADCOUNT					
Total workforce aged 46-55	Total number of employees as of the reporting date aged 46 years or more and strictly less than 56. NB: Until his or her 56th birthday, an employee is still 55 years old.	# personnes	1,836	1,795	1,753
Total workforce aged +56	Total number of employees as of the reporting date aged 56 years or more.	# personnes	563	714	752
Total headcount by type of contract		No. of individuals	8,351	8,579	9,078
Total workforce on fixed-term contracts (CDD)	Total number of employees on fixed-term contract (CDD) at the close of the reporting period.	No. of individuals	662	539	567
Total workforce on permanent contracts (CDI)	Total number of employees on permanent contract (CDI) at the close of the reporting period.	No. of individuals	7,689	8,040	8,511
Total workforce by country		No. of individuals	8,351	8,579	9,078
Total workforce, France	Total number of fixed-term (CDD) and permanent (CDI) employees working in France.	No. of individuals	20	22	22
Total workforce, Côte d'Ivoire	Total number of fixed-term (CDD) and permanent (CDI) employees working in Côte d'Ivoire.	No. of individuals	7,149	7,363	7,847
Total workforce, Senegal	Total number of fixed-term (CDD) and permanent (CDI) employees working in Senegal.	No. of individuals	1,177	1,191	1,202
Total workforce, Mali	Total number of fixed-term (CDD) and permanent (CDI) employees working in Mali.	No. of individuals	0	0	0
Total workforce, DR Congo	Total number of fixed-term (CDD) and permanent (CDI) employees working in DR Congo.	No. of individuals	4	2	7
Total workforce, Saudi Arabia	Total number of fixed-term (CDD) and permanent (CDI) employees working in Saudi Arabia.	No. of individuals	1	1	0
2 - DISABLED COMPANY HEADCOUNT					
Total workforce with disabilities		No. of individuals	50	114	108
Number of disabled persons recruited	Total number of disabled persons hired on temporary or permanent contracts in the headcount of the Company during the reporting period. NB: The disability is assessed and certified by a company doctor specializing in occupational medicine. The recruitment of disabled persons may, under certain conditions, be subject to a tax credit.	No. of individuals	-	-	0
Number of disabled persons in the headcount	Total number of employees on temporary or permanent contracts suffering from a physical infirmity, whether or not this was acquired after hiring. NB: The disability is assessed and certified by a company doctor specializing in occupational medicine.	No. of individuals	50	114	108
3 - TRAINING					
Total number of training sessions		No. of individuals	7,918	8,636	5,788²⁷
Number of training sessions followed by executives	Total number of Managers having attended formal training sessions, NB: A single managerial employee trained during n sessions is accounted for n times, Training of employees leaving the Company in the course of the year is counted,	No. of individuals	1,088	1,083	675
Number of training courses followed by supervisors	Total number of supervisory employees having attended formal training sessions, NB: A single supervisory employee trained during n sessions is accounted for n times, Training of employees leaving the Company in the course of the year is counted,	No. of individuals	3,732	4,151	2,901
Number of training sessions followed by employees	Total number of Workers having attended formal training sessions, NB: A single Worker trained during n sessions is accounted for n times, Training of employees leaving the Company in the course of the year is counted,	No. of individuals	3,098	3,402	2,212
Training expenses		€	1,626,168	1,491,889²⁸	2,795,282²⁹
Number of hours of training		No. of hours	328,492	290,988 ³⁰	183,160 ³¹
Hours of in-house	Total sum of hours spent by all fixed-term (CDD) and permanent (CDI) employees in training courses in EranoVe Group training centers during the reporting period.	No. of hours	214,664	225,504	151,888
Hours of external	Sum total of hours spent by all employees on temporary and permanent contracts in training in external training firms and centers (outside the Group's training centers) during the period concerned by the reporting.	No. of hours	113,828	65,484 ³²	31,272

²⁷ The indicator on the total number of training sessions dropped by 33% compared to 2016, mainly related to the restatement of data for GS2E (only GS2E were included, in contrast to 2016), and to projects launched in 2016 at SDE with heavy initial requirements for training.

²⁸ 2016 data changed compared to that in the previous sustainable development report, following the restatement of 2016 training expenses for EranoVe SA (from €28,389 to €29,090).

²⁹ The indicator on training expenses increased by 87% compared to 2016, related to an improvement in the reliability of data in 2017 at EranoVe SA, to an adjustment of scope for GS2E (only GS2E agents) and an ambitious training program for the top management of CIE.

³⁰ 2016 data changed from that given in the previous sustainable development report, following the correction to 2016 hours of external training at EranoVe SA.

³¹ The total number of hours of training courses dropped by 37% compared to 2016 related to an improvement in the reliability of the scope for GS2E (internal training courses not counted in 2016 and external training courses counted only for GS2E personnel), and SODECI (internal training courses delivered to personnel in the process of recruitment are not counted).

³² 2016 data changed compared to that shown in the previous sustainable development report, following the restatement of 2016 hours of external training by EranoVe SA (from 717 to 324 hours).

INDICATORS	DEFINITION	UNIT	2015	2016	2017	
4 - WAGES AND SALARIES						
Total payroll of the business	Sum of gross compensation paid to all employees of the business, excluding in-kind benefits and employer contributions.	€	84,165,045	94,290,144	106,239,089	
Amount of gross annual wages & salaries			€	81,318,663	98,944,579	107,120,483
Gross annual pay, Managers	Sum of compensation paid to all Managers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this amount.	€	22,740,311	29,591,948	35,336,803	
Gross annual pay, Supervisors	Sum of compensation paid to all Supervisors in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this amount.	€	36,209,014	41,809,381	44,644,932	
Gross annual pay, Workers	Sum of compensation paid to all Workers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this amount.	€	22,369,338	27,543,250	27,138,747	
Amount of gross annual wages & salaries, women			€	21,000,400	23,027,757	24,797,444
Average gross annual pay, managers	Average pay of all Managers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	5,642,094	6,649,372	8,082,110	
Average gross annual pay, Supervisors	Average pay of all Supervisors in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	11,472,293	12,014,595	12,552,119	
Average gross annual pay, Workers	Average pay of all Workers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	3,886,013	4,363,790	4,163,215	
Average gross annual pay			€	9,738	11,533	11,761
Average gross annual pay, managers	Average pay of all Managers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	27,365	34,530	37,120	
Average gross annual pay, Supervisors	Average pay of all Supervisors in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	9,656	10,982	10,973	
Average gross annual pay, Workers	Average pay of all Workers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	5,934	7,035	6,670	
Average gross annual pay, women			€	10,381	11,233	11,413
Average gross annual pay, female managers	Average gross female Managers' pay in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	24,531	27,591	29,967	
Average gross annual pay, female Supervisors	Average gross pay of female Supervisors in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	10,072	10,429	10,336	
Average gross annual pay, female Workers	Average gross pay of all female Workers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are included in this average.	€	5,942	6,642	6,069	
5 - OCCUPATIONAL ACCIDENTS						
Occupational accidents						
Occupational accidents, with and without time lost, other than during commuting	Accidents to employees with and without lost time, excluding accidents during trips between home and the workplace and between the workplace and the location of meal breaks. NB: A commuting accident is an accident that occurs: - between the home and the workplace; - between the workplace and the place where the employee goes to take his or her meal.	Number	198	143	147	
Accidents, besides commuting, with time lost	Accidents to employees with medically prescribed, paid lost time (allocation paid by the social security agency as compensation for wages suspended by the employer), excluding accidents during trips between home and the workplace and between the workplace and the location of meal breaks, as well as fatal occupational accidents.	Number	180	132	139	
Commuting accident	Accidents to employees with medically prescribed, paid sick leave (allocation paid by the social security agency as compensation for wages suspended by the employer), occurring during trips between home and the workplace and between the workplace and the location of meal breaks, excluding fatal occupational accidents.	Number	-	-	77	
Workplace accidents causing a death	Occupational accidents other than during commuting involving immediate or postponed death of the employee.	Number	2	1	0	
Number of days lost	Sum of medically-prescribed days lost for accidents excluding during travel and enabling employees to interrupt their activities with the payment of daily compensation for wage.	days	3,977.0	3,119.0	3,236.0	
Severity rate	The severity rate represents the number of paid days of lost time per 1,000 hours worked, i.e., number of days lost for temporary disability per 1,000 hours worked.	days	0.23	0.18	0.16	

INDICATORS	DEFINITION	UNIT	2015	2016	2017	
5 - OCCUPATIONAL ACCIDENTS						
Frequency rate	Frequency is the number of accidents other than those occurring during travel with sick leave greater than one day, occurring in a given time per million hours of work.	number	10.37	7.64	7.00	
6 - EMPLOYEE WORKING TIME						
Company theoretical working time			Hours	17,350,167	17,279,301	19,846,143
Managers, theoretical working time	Time to be worked by Managers per regulations.	Hours	1,715,192	1,748,964	1,947,696	
Supervisors, theoretical working time	Time to be worked by Supervisors per regulations.	Hours	7,795,345	7,750,477	9,125,480	
Workers, theoretical working time	Time to be worked by Workers per regulations.	Hours	7,839,630	7,779,860	8,772,967	
Company overtime			Hours	647,188	655,217	649,072
Temps de travail supplémentaire Cadres	Employee working time authorized by written agreement of the management done by Managers beyond the statutory duration of working hours in force.	Hours	0	0	0	
Temps de travail supplémentaire Agent de Maitrise	Employee working time authorized by written agreement of the management done by Supervisors beyond the statutory duration of working hours in force.	Hours	324,753	322,034	280,551	
Temps de travail supplémentaire Ouvriers Employés	Employee working time authorized by written agreement of the management done by Workers beyond the statutory duration of working hours in force.	Hours	322,435	333,183	368,521	
7 - ABSENTEEISM						
Total time of absence (TTA)			Hours	1,836,449	2,118,306³³	3 525 617³⁴
Absences pour congés légaux (ACL)	Duration of statutory annual leave taken with compensation by employees of the Company on temporary or permanent contracts	Hours	1,618,218	1,837,747 ³⁵	3,189,787	
Absences pour congés de maternité (ACM)	Duration of maternity or paternity leave taken by employees on temporary or permanent contracts.	Hours	32,106	37,712	125,620	
Absences pour congés sans solde (ACS)	Duration of annual statutory leave taken without compensation for personal reasons by employees on temporary or permanent contracts	Hours	14,656	24,264	2,176	
Absences due to layoffs (ADL)	Duration of absences of employees on temporary or permanent contracts having received a temporary suspension of their employment contract as a disciplinary measure.	Hours	4,320	15,128	11,000	
Absences for exceptional permission (APE)	Duration of absences authorized to employees on temporary or permanent contracts by the employer based on family events duly justified by the employee and non-deductible from the statutory leave. These absences are defined by the Labor Code, collective agreements or the internal regulations: marriage, death, birth, etc.	Hours	-	1,757	15,144	
Absences for illness (AI)	Length of time of interruptions of work recommended by a doctor (occupational health division or otherwise) for employees on temporary or permanent contracts during the reporting period.	Hours	125,630	148,540	135,098	
Absences for workplace and commuting accidents (AA)	Length of absences of employees on temporary or permanent contracts for workplace accidents and commuting accidents.	Hours	32,787	41,194	40,208	
Unauthorized absences (UA)	Length of unlawful and unexcused absences by employees on temporary or permanent contracts	Hours	8,732	11,964	6,584	
Rate of absenteeism	The quotient of the number of hours of absence (apart from ASH, AML, AUT and APE) in relation to the number of hours of theoretical work of the employees on permanent (CDI) and fixed-term (CDD) contracts current at the end of the reporting period.	%	0.96%	1.17%	0.92%	
Attendance rates	The ratio corresponding to the gap between the time of theoretical work of employees under permanent (CDI) and fixed-term (CDD) contracts and the total length of absences (besides ASH, AML, AUT and APE).	%	99.04%	98.83%	99.08%	

33 2016 data changed compared to that shown in the previous sustainable development report following the correction of 2016 hours of absence for statutory leave at Eranove SA, AWALE Corporation and SDE.

34 The total absence time indicator was up by 66% compared to 2016 related to an increase in statutory leave (encouragement to take leave)

35 2016 data changed compared to that displayed in the previous sustainable development report, following the restatement of 2016 hours of absence for statutory leave at Eranove

INDICATORS	DEFINITION	UNIT	2015	2016	2017
8 - HIRES³⁶					
Workforce hires, Company		No. of individuals	-	1,223	1,303
Number hired on fixed-term contracts (CDD)	All individuals who signed a fixed-term employment contract (CDD) for the reporting period.	No. of individuals	-	718	562
Number hired on permanent contracts (CDI)	All individuals who signed a permanent (CDI) employment contract for the reporting period.	No. of individuals	-	505	741
Number hired of young people between 18 and 25 years	All individuals who signed a permanent (CDI) or a fixed-term (CDD) employment contract in the reporting period and were at the date of signature of the contract of an age greater than or equal to 18 years and strictly less than 26 years. NB: Until his or her 26th birthday, an employee is still 25 years old.	No. of individuals	-	127	196
Number of hires of interns	All persons who signed an intern contract during the reporting period	No. of individuals	-	-	1,913
9 - DEPARTURES					
Workforce departures, Company		No. of individuals	-	195	284 ³⁷
Dismissals		No. of individuals	-	42	44
Number of dismissals on fixed-term contracts (CDD)	Number of fixed-term (CDD) employees dismissed NB: Departures during an employee's trial period are also counted.	No. of individuals	-	6	0
Number of dismissals on permanent contracts (CDI)	Number of permanent (CDI) employees dismissed NB: Departures during an employee's trial period are also counted.	No. of individuals	-	36	44
Voluntary departures		# personnes	-	83	109 ³⁸
Number of voluntary departures of fixed-term (CDD) employees	Number of fixed-term (CDD) employees who of their own accord left the Company employing them during the reporting period NB: Departures during an employee's trial period are also counted.	No. of individuals	-	4	4
Number of voluntary departures of permanent (CDI) employees	Number of permanent (CDI) employees who of their own accord left the Company employing them during the reporting period NB: Departures during an employee's trial period are also counted.	No. of individuals	-	79	105
Departures due to contract termination		No. of individuals	-	70	131 ³⁹
Number of departures of fixed-term (CDD) employees at termination	All employees who left the headcount because their temporary employment contract came to its planned termination.	No. of individuals	-	41	60
Number of departures of permanent (CDI) employees at termination	All employees who left the headcount because their permanent employment contract came to its planned termination.	No. of individuals	-	29	71
10 - OCCUPATIONAL DISEASES					
Occupational diseases	Total number of employees on temporary and permanent contracts declared by the occupational health doctor as being affected by occupational diseases over the period concerned by the reporting.	No. of individuals	-	0	0
11 - EXPENDITURE IN RESPECT OF SOCIAL POLICY					
Expenditure in respect of social policy		€	-	10,773,552	11,664,344
Voluntary expenditure by the Company on employee benefits	Voluntary financial contribution by the Company to the funds dedicated to the solidarity, health and retirement of employees (Solidarity Fund, Health Solidarity Fund, Health Insurance for pensioners: ASMAR, FCP, etc.)	€	-	4 979 293	6 126 863
Funds used for internal loans.	Total amount of loans granted to employees notably through mutual insurance companies, to help them to implement personal projects to acquire property or make investments to improve their income.	€	-	5 794 259	5 537 482

SA (from 0 to 2,912 hours), AWALE Corporation (from 0 to 552 hours) and SDE (from 350,208 to 268,352 hours).

ENVIRONMENTAL INDICATORS

INDICATORS	DEFINITION	UNIT	2015	2016	2017
1 - PROVISIONS & GUARANTEES FOR ENVIRONMENTAL RISKS					
Provisions and guarantees for environmental risks	Amount planned in the budget to manage environmental risks	€	38,112	1,460,461	1,829,388
2 - WATER CONSUMPTION					
Water consumption		m³	8,991,401	7,706,036⁴⁰	7,062,598
Water consumption by headquarters, agencies, offices	The quantity of drinking water consumed in administrative and sales facilities, i.e., head offices, sales agencies and offices, read by meters or according to invoices.	m ³	578,136	510,367	481,495
Water consumption by thermal power plants	The quantity of water used by thermal electric power plants.	m ³	13,265	170,902	200,411
Water consumption by water production plants	The quantity of water used in water production plants for operating needs (washing of decanters, filters, etc.)	m ³	8,400,000	7,024,768 ⁴¹	6,380,692
3 - PRODUCTION & DISTRIBUTION OF WATER					
Production and distribution of water		m³			
Raw water, plants	Quantity of raw water used for the production of drinking water.	m ³	305,749,460	316,989,816 ⁴²	326,695,713
Borehole water	Quantity of raw water going into the Company's drilling operations (besides wells supplying the water production plants).	m ³	103,597,507	112,872,012	116,411,603
Total untreated water		m³	409,346,967	429,861,828	443,107,316
Treated water, plants	Quantity of water treated to be bacteriologically and chemically clean enough to drink.	m ³	295,880,773	309,965,048	320,315,021
Total water produced	Quantity of drinking water produced and connected to the network.	m ³	399,478,280	422,837,060	436,726,624
Internal efficiency of water production plants	The ratio of the quantity of treated water produced by the plants to the quantity of raw water used by these plants.	%	96.77%	97.78%	98.05%
Network efficiency	The ratio of the quantity of water invoiced to customers to the quantity of water put into the water system by the production facilities and operating wells.	%	77.35%	77.04%	76.62%
Volume of water sold	Quantity of water as read on meters and invoiced to customers.	m ³	309,000,000	325,763,074	334,617,343
4 - ENERGY CONSUMPTION					
Total energy consumption		GWh	6,583,402	8,871,973	8,247,171
Electric power consumption by headquarters, agencies, offices	Total quantity, taken from meters, of electricity consumed by all sales agencies, offices and other administrative centers.	GWh	55.60	67.30	59.65
Electrical consumption of water and electricity production plants.	Total quantity, taken from meters, of electricity consumed by all water production and electricity generation facilities.	GWh	370	439	464
Gas consumption	Total quantity of natural gas used by gas turbines, mechanically measured.	m ³	730,385,809	984,515,590	915,199,977
HVO consumption	Total quantity of heavy vacuum oil (HVO) used by gas turbines, mechanically measured.	m ³	160,798	22,918	134
DDO consumption	Total quantity of distillate diesel oil (DDO) used by gas turbines, mechanically measured.	m ³	1,798	1,345 ⁴³	860
Consumption of diesel/diesel oil by generators	Total quantity of fuel oil used by electrical generators for operations.	m ³	8,611	7,955	7,301
Total consumption of vehicle fuel		L	4,829,420	5,502,237	6,644,163
Diesel consumption of vehicles	Total quantity of diesel used by vehicles used in operations.	L	4,313,442	4,801,005	5,714,998
Gasoline/Hi-test gasoline consumption by vehicles	Total quantity of gasoline/hi-test used by vehicles used in operations.	L	515,978	701,231	929,166
5 - GENERATION & DISTRIBUTION OF ELECTRICITY					

³⁶ Consolidated data available from 2016

³⁷ The indicator on departures from the Company headcount increased by 45% compared to 2016, related to the increasing number of contracts ending (see below)

³⁸ The voluntary departure indicator increased by 31% compared to 2016, mainly related to the opening up of the electricity sector in Côte d'Ivoire and the increase in early retirement at CIE

³⁹ The indicator on departures related to contracts ending increased by 87% compared to 2016, mainly related to temporary contracts not renewed at SODECI and to departures for retirement at CIE

⁴⁰ 2016 data changed compared to that in the previous sustainable development report, following the correction to the 2016 consumption of water in water production plants at SODECI (up by 347,020 m³)

⁴¹ 2016 data changed compared to that in the previous sustainable development report, following the restatement to the 2016 consumption of water in water production plants at SODECI (from 3,500,000 to 3,847,020 m³)

⁴² 2016 data changed compared to that in the previous sustainable development report, following the restatement to the 2016 volume of «untreated water - plants» at SODECI (from 249,913,000 to 246,240,000 m³)

⁴³ 2016 data changed (correction of an error on the consumption of DDO at CIE)

INDICATORS	DEFINITION	UNIT	2015	2016	2017
5 - GENERATION & DISTRIBUTION OF ELECTRICITY					
Total interconnected capacity in use		MW	1,247	1,247	1,247
Total interconnected installed THERMAL capacity	Total capacity of interconnected thermal production equipment in operation, on an actual capacity basis. This is the sum total of maximum (or theoretical) power of all generators installed on the grid.	MW	643	643	643
Total interconnected installed HYDROELECTRIC capacity	Total capacity of interconnected hydroelectric production equipment in operation, on an actual capacity basis.	MW	604	604	604
Total interconnected electrical generation		GWh	4,080⁴⁴	5,255⁴⁴	4,787
Total electric generation from THERMAL power plants	Total net delivered production of electricity of installed interconnected thermal production equipment.	GWh	2,740 ⁴⁴	3,738 ⁴⁴	3,383
Total electric generation from HYDROELECTRIC power plants	Total net delivered production of electricity of installed interconnected hydroelectric production equipment.	GWh	1,352	1,529	1,417
Total electrical generation efficiency	Ratio of power put onto the transmission network (net production) to power coming out of the alternator (gross production) of a generator. The difference between the two levels of power is consumed by the auxiliaries of the generator (various ancillary equipment necessary to the operation of the generator).	%	98.71%	98.81%	99.22%
Electrical generation efficiency, Abidjan	Ratio of power generated in Abidjan and put onto the transmission network (net production) to power coming out of the alternator (gross production) of a generator. The difference between the two levels of power is consumed by the auxiliaries of the generator (various ancillary equipment necessary to the operation of the generator).	%	98.90%	99.40%	99.47%
Rates of availability of electricity production units excluding scheduled shutdowns	Performance measurement of electric generators defined as the ratio of the length of time the generators are operational and length of time they ought to have ideally operated, i.e. 100% of the time excepting intermittent surges. NB: What is meant is availability apart from scheduled shutdowns..	%	95,50%	95,05%	94,9%
Available energy		GWh	6,549	7,223⁴⁵	7,033
Available THERMAL energy	Energy that can be produced by all thermal production units according to the operational and technical conditions of the facility.	GWh	3,589	4,456 ⁴⁶	4,624
Available HYDROELECTRIC energy	Energy that can be produced by all hydroelectric production units according to the operational and technical conditions of the facility.	GWh	2,959	2,767 ⁴⁷	2,409
Total electrical efficiency	This is the ratio of gross production (energy out of the alternator) to energy actually consumed by the final customer. This ratio factors in therefore production, transmission and distribution losses. Note: customers supplied directly by the transmission network experience only production and transmission losses.	%	78.80%	80.30%	78.95%
6 - CONSUMPTION OF RAW MATERIALS & INPUTS					
Consumption of raw materials and inputs					
Oils	Quantity of oils used in operating the plants.	L	127,084	193,269	114,573
Chlorine gas	Quantity of chlorine gas used in operations.	T	712	738	731
Lime	Quantity of lime used in operations.	T	13,170	12,834	15,039
Calcium hypochlorite	Quantity of calcium hypochlorite used in operations.	T	1,363	1,431	1,656
Aluminum sulfate	Quantity of aluminum sulfate (Al ₂ (SO ₄) ₃) used in operations.	T	5,763	6,057	6,781
SF ₆ gas	Quantity of SF ₆ gas used in operating and maintaining the plants.	kg	481	691	1,053
7 - ATMOSPHERIC POLLUTANTS: CO₂, NO_x, SO_x					
Greenhouse gas emissions (GHGE)		kg CO_{2e}	2,644,766,957	2,874,767,974	2,633,653,734
GHGE besides electrical generation	Quantity of greenhouse gas discharged into the atmosphere related to the electricity consumption of offices and production plants, and to the fuel consumption of vehicles and electrical power generators.	kg CO _{2e}	268,451,130	304,825,808	314,966,821

INDICATORS	DEFINITION	UNIT	2015	2016	2017
7 - ATMOSPHERIC POLLUTANTS: CO₂, NO_x, SO_x					
Greenhouse gas emissions related to interconnected electrical production	Quantity of greenhouse gas discharged into the atmosphere related solely to the interconnected production of electricity, excluding generators and electricity consumed by the electric generation plants.	kg CO _{2e}	2,376,315,827	2,569,942,167	2,318,686,913
Calcium carbonate	Quantity of calcium carbonate used in operations.	T	0	0	1,404
Greenhouse gas emissions / MWh of electricity produced	Amount of CO ₂ released for the production of a MWh.	kg CO _{2e} / MWh	582 ⁴⁸	489 ⁴⁸	484
Greenhouse gas emissions during the production of electricity	Quantity of greenhouse gas emissions into the atmosphere during the production of electricity.	% Dry gas	5.54%	3.41%	4.45%
NO _x emissions, electricity production	Discharges of nitrogen oxide (Nox) during electrical production (result of the highest analyses).	m ³	244	248	232
SO _x emissions, electricity production	Discharges of sulfur oxide (SOx) during electricity production (result of the highest analyses).	mg/Nm ³	0	0	0
Education on reducing greenhouse gas emissions		kg CO_{2e}			
Greenhouse gas emissions to be avoided thanks to energy audits	Quantity of greenhouse gas that will not be emitted thanks to actions concerning energy efficiency or the transition to renewable energies.	kg CO _{2e}	0	0	-748,000
8 - EQUIPMENT CONTAINING PCBs					
Total pieces of equipment containing PCB		Number			
Number of transformers contaminated with PCBs to be decontaminated	Total number of transformers identified at the end of the period for which the fluid (oil), used as dielectric fluid or lubricant, has a PCB content of between 50 and 500 ppm which can be treated and reduced by a specialized organization to put these appliances back into use at the end of the period	Number	299	299	295
Number of transformers contaminated with PCBs to be disposed of	Total number of transformers identified at the end of the period whose fluid (oil), used as a dielectric fluid or lubricant, contains a PCB content greater than 500 ppm, such that these devices must be removed and isolated from the operating system, and then placed at the disposal of a company specializing in the elimination of PCBs, at the end of the period	Number	73	73	31
Total number of transformers used	Total number of transformers used at the end of the reporting period	Number	10,968	0	10,616
Rate of transformers containing PCB	Ratio of the number of transformers contaminated with PCB to be decontaminated and disposed of over the total number of transformers used	%	3%	-	3%
Number of transformers with PCB sent for disposal	Number of transformers contaminated with PCB sent to authorized centers during the reporting period.	Number	0	0	36
9 - CONSUMPTION OF PAPER & COMPUTER PRODUCTS					
Consumption of paper & computer products					
Office consumption of paper ⁴⁹	Quantity of sheaf paper used either for printing on the printer or for taking notes.	Kg	-	150,728	144,090
Consumption of paper for outputting invoices	Quantity of paper used for outputting customer invoices (outsourced service)	Kg	-	-	396,258
Consumption of printer toners (ink) ⁵⁰	Quantity of ink cartridges (toner) used for printing by all of the printers in the Company, whether they are leased and for shared use or allocated specifically to persons.	Kg	-	4,667	4,604

SOCIAL INDICATORS

Report by the independent third party, on the consolidated human resources, environmental and social information included in the management report

This is a free English translation of the independent third party's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended December 31st 2017

To the Shareholders,

In our capacity as independent third party and certified by COFRAC under number 3-1058 available at www.cofrac.fr, we hereby report to you on the consolidated human resources, environmental and social information for the year ended December 31st 2017, included in the management report (hereinafter named "CSR Information"), pursuant to article L.225-102-1 of the French Commercial Code (*Code de commerce*).

Company's responsibility

The Board of Directors is responsible for preparing a company's management report including the CSR Information required by article R.225-105-1 of the French Commercial Code in accordance with the protocols used by the Company (hereinafter the "Guidelines"), summarised in the management report and available on request from the company's head office.

Independence and quality control

Our independence is defined by regulatory texts, the French Code of ethics (*Code de déontologie*) of our profession and the requirements of article L.822-11 of the French Commercial Code. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

Responsibility of the independent third party

On the basis of our work, our responsibility is to:

- attest that the required CSR Information is included in the management report or, in the event of non-disclosure of a part or all of the CSR Information, that an explanation is provided in accordance with the third paragraph of article R.225-105 of the French Commercial Code (Attestation regarding the completeness of CSR Information);
- express a limited assurance conclusion that the CSR Information taken as a whole is, in all material respects, fairly presented in accordance with the Guidelines (Conclusion on the fairness of CSR Information).

It is however not our responsibility to attest compliance with other legal dispositions where appropriate, in particular those included in law n° 2016-1691, dated December 9th, 2016, said Sapin II (fight against corruption).

Our work involved 4 persons and was conducted between February 2018 and May 2018 during a 5 week period.

44 2015 and 2016 historical production data corrected for CIE (the production being gross and not net)

45 2016 and 2015 data changed from that displayed in the previous sustainable development report, following the correction of the calculation formula for energy available at CIE.

46 2016 and 2015 data changed from that displayed in the previous sustainable development report, following the correction of the calculation formula for energy available at CIE

47 2016 and 2015 data changed from that displayed in the previous sustainable development report, following the correction of the calculation formula for energy available at CIE

48 2015 and 2016 data changed following adjustments to electricity production by CIE

49 Indicator created in 2016

50 Indicator created in 2016

APPENDIX V - REPORT FROM THE INDEPENDENT THIRD-PARTY ORGANIZATION

INDICATORS	DEFINITION	UNIT	2015	2016	2017
1 - NUMBER OF CUSTOMERS					
Number of Customers			3,360,512	3,709,272	4,143,983
Number of Electricity Customers	Natural or legal persons having signed a subscription contract for the supply of electricity, which contract was current at the reporting date or in the reporting period	Number	1,432,779	1,631,443	1,897,826
Number of Water Customers	Natural or legal persons having signed a subscription contract for the supply of drinking water, which contract was current at the reporting date or in the reporting period.	Number	1,524,127	1,643,584	1,772,789
Number of Sanitation Customers	Natural or legal persons having signed a subscription contract for the supply of drinking water, and paying a fee for sanitation.	Number	403,605	434,242	473,347
Number of Telecom Network Customers	Number of companies having signed a service agreement with AWALE for the construction of aerial optical fiber or to lease FTTH access and high speed CPL access for the Internet and other services.	Number	1	3	7
Number of Energy Performance customers	Individuals or legal entities who have already subscribed to an energy diagnostic or optimization contract with Smart Energy	Number	0	0	14
Subsidized connection to the grid					
Subsidized connections to the electricity grid	Number of subsidized connection operations (subsidized connections to the grid existing before the PEPT) carried out during the reporting period	Number	4,764 ⁵¹	0	0
Subsidized connections to the water grid	Number of subsidized connections to the grid for drinking water carried out during the reporting period.	Number	45,623	46,021	68,421
PEPT subsidized connections to the electricity grid	Number of connection operations performed during the reporting period under the Electricity for All program (PEPT) carried out during the reporting period	Number	31,612 ⁵¹	143,753	183,947
2 - SUPPORT, SPONSORSHIP AND PARTNERSHIP ACTIONS					
Support, sponsorship and partnership actions					
Expenditures for support, sponsorship and partnership	Sums set aside and invested in support, sponsorship and partnership in the areas of sport, culture, health and education (including extraordinary contributions to employees).	€	-	990,030	835,756
3 - ETHICS					
Promotion of ethics					
Expenditures made to combat corruption	Money spent for the implementation of strategy, projects or approaches to the fight against corruption.	€	-	102,733	74,565
People trained/sensitized to anti-corruption	Number of people trained/sensitized to anti-corruption	Number	-	330	1,141
4 - COLLECTIVE AGREEMENTS					
Total number of collective agreements signed	Total number of collective agreements signed in the reporting period with the trade unions	Number	-	-	9
Number of collective agreements signed concerning health and safety aspects	Number of collective agreements concerning health and safety signed during the reporting period with the trade unions	Number	-	-	2

⁵¹ A distinction is made between subsidized connections to the grid and PEPT connections and corrections to 2015 and 2016 data for PEPT to disregard what is not validated in the Information Systems.



We performed our work in accordance with the professional standards and with the order dated 13 May 2013 defining the conditions under which the independent third party performs its engagement and with ISAE 3000¹ concerning our conclusion on the fairness of CSR Information.

1. Attestation regarding the completeness of CSR Information

On the basis of interviews with the individuals in charge of the relevant departments, we obtained an understanding of the Company's sustainability strategy regarding human resources and environmental impacts of its activities and its social commitments and, where applicable, any actions or programmes arising from them.

We compared the CSR Information presented in the management report with the list provided in article R.225-105-1 of the French Commercial Code.

For any consolidated information that is not disclosed, we verified that explanations were provided in accordance with article R.225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the scope of consolidation, i.e., the Company, its subsidiaries as defined by article L.233-1 and the controlled entities as defined by article L.233-3 of the French Commercial Code within the limitations set out in the methodological note, presented in the sections "Methodological note" of the management report.

Based on the work performed and given the limitations mentioned above, we attest that the required CSR Information has been disclosed in the management report.

2. Conclusion on the fairness of CSR Information

Nature and scope of our work

We conducted a dozen interviews with the persons responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate ;
- verify the implementation of data-collection, compilation, processing and control process to reach completeness and consistency of the CSR Information and obtain an understanding of the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices.

¹ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

Regarding the CSR Information that we considered to be the most important²:

- at parent entity level, we referred to documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions), performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the management report;
- at the level of a representative sample of entities selected by us³ on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied, and we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents. The selected sample represents on average 85% of headcount considered as material data of social issues and between 59% and 99.9% of quantitative environmental data considered as material data⁴ of environmental issues.

For the remaining consolidated CSR Information, we assessed its consistency based on our understanding of the company.

We also assessed the relevance of explanations provided for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR information cannot be totally eliminated.

Conclusion

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

Paris La Défense, June 12th 2018

The Independent Third Party

MAZARS SAS

Edwige REY

Sustainable Development Partner

² Social information: headcount; repartition by gender; repartition by age; number of training hours; number of lost time accidents; cumulative number of days of absence due to work accident; number of theoretical working days during the year; number of occupational diseases reported during the year;

Environmental information: environmental certification procedures; measures towards prevention, reduction and repartition of emissions into air, water and soil; water consumption; energy consumption; electricity and water losses, releases of greenhouse gas emissions;

Societal information: impact on local and riverside population; actions regarding business ethics.

³ SODECI: social, environmental and societal information;

CIE: social, environmental and societal information;

CIPREL: environmental information.

⁴ Energy consumptions and Greenhouse gas emissions related, Water consumptions





www.eranove.com



eranove

