SUSTAINABLE DEVELOPMENT REPORT

Extra-financial performance declaration

2019

eranove

PROVIDING ACCES TO ESSENTIAL LIFE SERVICES

SODECI · CIE · SDE · CIPREL · Awale · KENIE · Smart Energy · ATINKOU · ASOKH · LOUETSI · kèkéli Efficient Power · NEHO

SUSTAINABLE DEVELOPMENT REPORT

Extra-financial performance declaration

2019

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Marc Albérola,
CEO of the
Eranove Groupe

Editorial

Sustainable and responsible development of our economies is not an option, it is a necessity

The transformation of the global energy sector and the rethinking of society's relationship to its natural surroundings that are necessitated by climate change present a company like Eranove with the opportunity to lead the African continent in key areas of development. This includes issues like low carbon infrastructure, promotion of African technical skills and knowledge, and using digital technology to enhance business operations and customer experience.

These are interlocking challenges that are priorities for the African continent and areas where Eranove has already achieved concrete results across all of its business lines and value chains. We are proud to present and assess these results in this 5th edition of our Sustainable Development Report.

Eranove's business culture is defined by the following goals: combining the Group's deep African roots with international standards to create innovation in our operations; developing inclusive and balanced partnership models with local and national governments; and promoting African-led solutions to the challenge of access to essential services on the continent.

This business culture has contributed to Eranove becoming a pan-African leader in the management of public services and the production of electricity and drinking water. It also allows Eranove to continue to progress in these priority areas.

First, with respect to lower-carbon emissions and energy transformation, we recognize the abundance of natural resources available for the production of sustainable energy in Africa. Eranove is responding with five hydroelectric projects. Eranove is also implementing thermal power plant technology such as the gas-steam combined cycle which reduces CO_2 emissions. The Eranove Group is adapting a mindset of resource efficiency across its entire value chain; the Group is reducing water and energy consumption through innovation, optimisation and maintenance of water and electricity production facilities and distribution networks, as well as through educational campaigns for customers regarding resource consumption.

This is all possible because Eranove is committed to African skills development and can mobilise its 9,000 employees around extraordinary challenges. Our human resources strategy includes training, skills management, profit-sharing, promoting diversity, increased responsibility delegated to subsidiaries, social security coverage, and prioritizing occupational health and safety. The durability of the Eranove Group rests on a mix of skills and business culture, and with respect to this, I am pleased to mention the Centre des Métiers de l'Électricité (CME), a training and skills development centre in Abidjan. The CME is responding strongly to youth employment challenges and the need for skilled workers in our industries. Through training, we are preparing for tomorrow, today.

Finally, Eranove is completely committed to the digital transformation of key processes and to adapting new digital technologies to be both more efficient and to better satisfy ever-growing customer needs. We are gradually implementing digital billing, e-branches, connected meters, predictive maintenance, drones to inspect our facilities and equipment, and other technologies.

All of these actions, rolled out across the Eranove Group, represent progress and leadership in key areas of African development and speak to our strong conviction: sustainable and responsible development of our economies is not an option, it is a necessity.

The Eranove Industrial Group, a pan-African leader in the management of public services and the production of electricity and drinking water

With its head office in France and its activities in Africa, the Eranove Group is developing a unique model on the continent that combines an African foothold, expertise throughout the water and power value chains (project structuring and development, production, network management, distribution, marketing) and a strong commitment to public-private partnerships.

The Eranove Group's pan-African ecosystem of skills and operational requirements provides effective, efficient, long-lasting and customised solutions to the African challenge of access to essential services (electricity, water, sanitation, training, information, etc.), in a context where resources are plentiful but the lack of access represents an obstacle to the development of the continent's economies.

Present for over
60 years
on the African continent
via its subsidiaries

over 9,000
employees

491 million m³
of drinking water produced

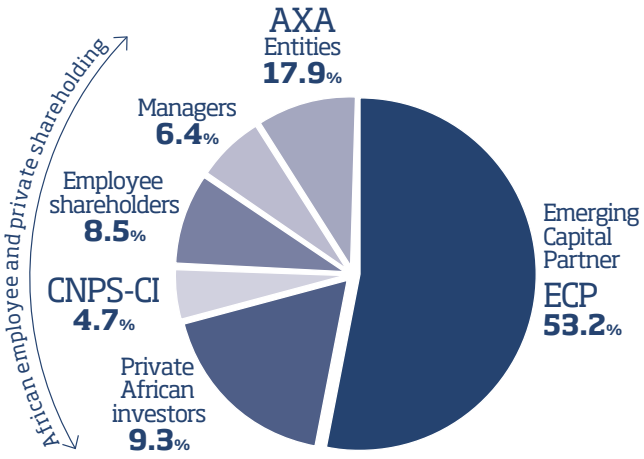
€ 622 million
in revenues
from ordinary activities

5,139 GWh
of electricity generated

2 million
water customers

2.5 million
electricity customers

584,000
sanitation customers



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

ERANOVE GROUP OPERATIONS
(THROUGH ITS SUBSIDIARIES)

CÔTE D'IVOIRE

Electricity public service management

- 2,500,000 customers
- 704 MW production capacity in operation
- 54,000 km transport and distribution network
- 4,726 employees

Independent power producer

- 543 MW production capacity
- 116 employees

Drinking water and sanitation public service management

- 1,255,000 drinking water customers
- 584,000 sanitation customers
- 285 million m³ of drinking water produced
- 2,720 employees

Fibre optic - Data transmission

- 1,178 end users connected
- 1,436 km of fibre optic cables in use

Energy efficiency Energy from renewable sources

- 626.5 tonnes of CO_2 emissions avoided through energy audits

SÉNÉGAL

Drinking water public service management

+ 805,200 customers
+ 206 million m³ of drinking water produced
+ 1,225 employees

ERANOVE EXCLUSIVE DEVELOPMENT PROJECTS

MALI

Electricity production

+ Hydroelectric power plant (56 MW)

Gabon

Electricity production

+ Ngoulmendjim hydroelectric power plant (73 MW)

Electricity production

+ Dibwangui hydroelectric power plant (15 MW)

ORÉLO — **Drinking water production**

+ Drinking water production plant (140,000 m³/day)

CÔTE D'IVOIRE

Electricity production

+ Combined cycle gas/steam thermal power plant (390 MW)

CAVALLY — **Electricity production**

+ Cavally river hydroelectric development (under review)

MADAGASCAR

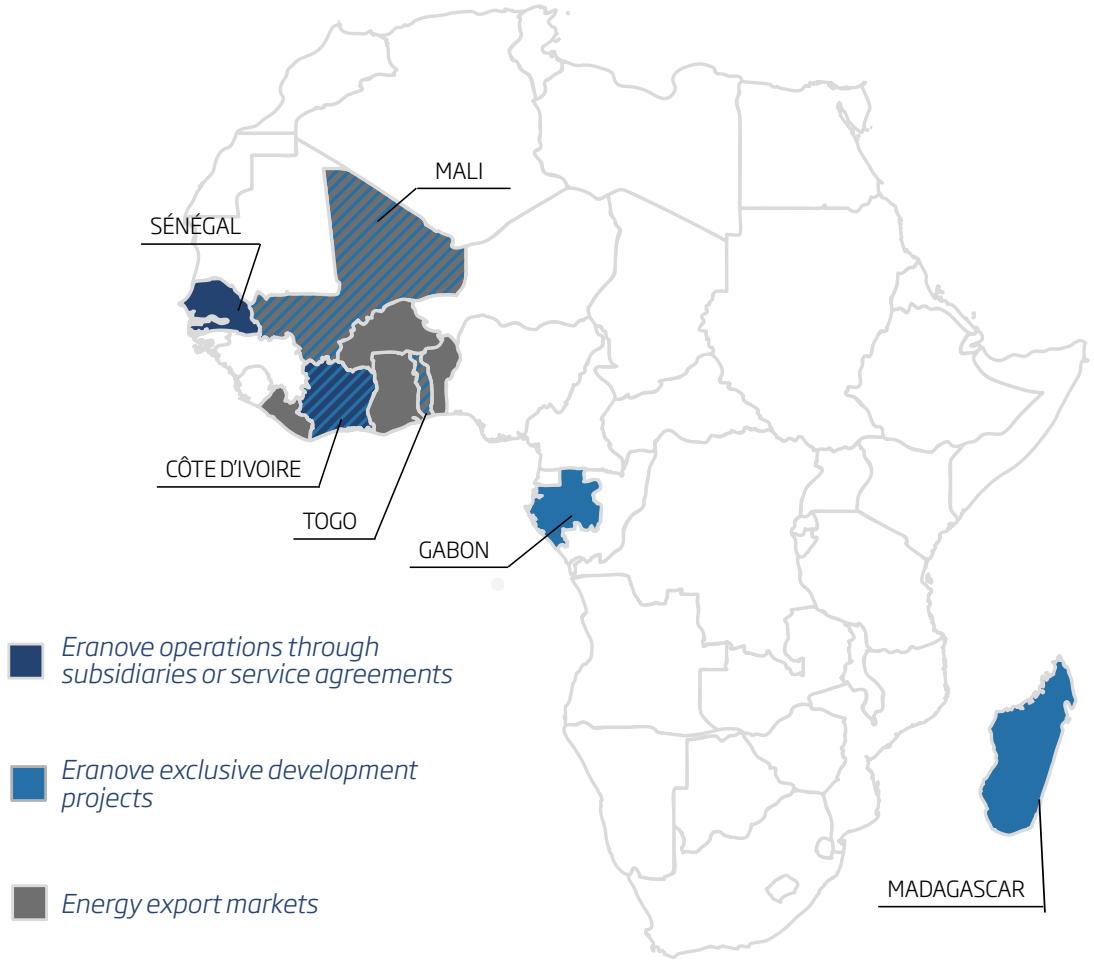
Electricity production

+ Sahofika hydroelectric power plant (192 MW)

TOGO

Electricity production

+ Combined cycle gas/steam thermal power plant (65 MW)



Extra-financial performance declaration

The Eranove Group is committed to a voluntary CSR policy. Each Group company implements CSR measures and actions that are incorporated into the Group's CSR policy. The policy aims to control the impacts of significant risks and opportunities in social, environmental, societal and governance matters.

The Group reports the actions and results on a consolidated basis. Since the 2018 fiscal year, the Group presents its Extra-Financial Performance Declaration in accordance with the French regulations that transpose European Directive 2014/95/EU[1] on non-financial reporting.

DESCRIBING ACTIVITIES	CONTROLLING ISSUES AND RISKS	MAKING COMMITMENTS
Business model	**Risk analysis**	**CSR policy**
Describes how the company, in relation in its stakeholders, creates value and preserves it through its products and services	**Materiality analysis**	**DUE Diligence**
	Identifies and prioritises E&S issues	Ressources adapted for policy implementation
	Risk mapping	**Performance indicators**
		+Medium and long-term goals to reduce GHG emissions

1 *Directive 2014/95/EU of the European Parliament and of the Council of 22 October 2014 amending Directive 2013/34/EU as regards disclosure of non-financial and diversity information by certain large companies and groups.*

OUR VALUE CREATION MODEL

Our main stakeholders

OUR EMPLOYEES

- In the Group
- In operating company subsidiaries
- In the EIG (Economic Interest Group)

OUR SHAREHOLDERS

Use of resources

HUMAN CAPITAL

- Trained and mobilised teams
- Fair and sustainable jobs
- Advanced social protection

Over **+9 000** employees

FINANCIAL CAPITAL

- Stable and engaged shareholders
- Self-financing capability

€622 million in revenues from ordinary activities (ROA)

INDUSTRIAL CAPITAL

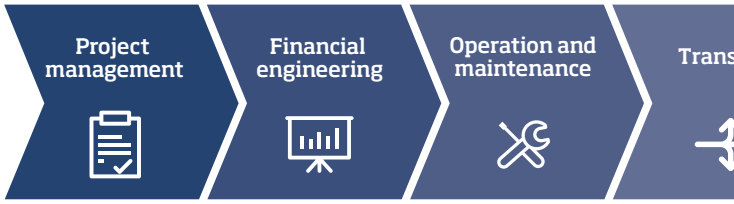
Leased infrastructure	
ELECTRICITY	**WATER**
100 MW gas-fired thermal power plants	**1,723,000 m³/day** drinking water production
604 MW hydroelectric power plants	**32,000 km** water networks
	SANITATION
54,000 km dof power networks	**over 2,400 km** of networks
Group-owned infrastructure	
543 MW combined cycle gas plants	**1,436 km** of optical fiber

ENVIRONMENTAL CAPITAL

- Water needs
  8 million m³ of water consumed/year,
- Raw material needs
  873 million m³ of natural gas/year
- Power needs
  490 GWh/year

Our businesses and activities

OUR VALUE CHAIN:



OUR STRATEGY: Making essential life services accessible within a resolutely innovative, efficient and African dynamic is the Eranove Industrial Group's inclusive strategy. Through African private and employee shareholders, subsidiary autonomy, investment in training and expanded digitalisation, the Eranove Group offers solutions of excellence tailored to each ecosystem. It is positioned as a trusted partner thanks to its civic-minded and responsible engagement.

OUR AMBITION: To become a pan-African industrial leader in the management of public services and the production of electricity and drinking water.

Markets, customers, trends

OUR MARKETS,
Africa, in the following markets:

- Delegation of public drinking water, electricity, and sanitation services
- Independent power and drinking water production
- Energy efficiency
- Data transmission
- Training

HYPERTRENDS

- Increased consumption by low income individuals and decreased consumption by large customers (efficiency, self-production)
- Market decentralisation
- Climate change
- Digitalisation

OUR SUPPLIERS AND PARTNERS
- Financial institutions
- Local developer partners
- Our suppliers
- Design offices, consultants and research centres

CIVIL SOCIETY
- Nearby residents of infrastructures operated
- NGOs

INSTITUTIONS
- Licensing States, regulators
- Local and regional authorities
- Oversight agencies

OUR BUSINESSES / OUR PRESENCE: Public services manager (electricity, drinking water, sanitation); independent producer of power and water; energy efficiency; data transmission; training

Presence in 6 countries on the African continent

KEY FACTORS IN THE PERFORMANCE AND RESILIENCE OF OUR ACTIVITIES:
- Strong governance
- Emphasis on developing local expertise
- Close, trusting relationships with national governments
- Varied sources of funding
- Internationally renowned technical partners
- CSR commitment to international standards

OUR CUSTOMERS
African States, individuals, businesses, and authorities

2.5 million electricity customers

2 million water customers

584,000 sanitation customers

31 key energy efficiency customer accounts

1178 data transmission customers

Key impacts and results

FOR OUR EMPLOYEES
- **€111 million** Employee payroll
- **7,250** ftraining sessions attended (2.62% of payroll)
- **ISO 45001** certification
- **€12 million** in social policy spending

FOR COMMUNITIES
- **1,127,000 customer** recipients of corporate programmes
- **643** hires
- nearby local residents included in an ISO 26000 process **ISO 26000**
- **€500,000** on CSR actions

FOR OUR SHAREHOLDERS
- Economic and financial profitability of activities
- Control over risks and opportunities

FOR OUR CUSTOMERS
- Access to essential services
  54% more customers since 2015
- Product quality:
  89 % compliant analyses - drinking water
  18 hours Average Outage Time
  95.4% availability rate - power production
- Services
  Mobile payment, prepayment, e-branch, customer relations and repair centres

FOR INSTITUTIONS
- Strategic services for economic development
- High performing services (yield)
- A close and trusted partner

FOR THE ENVIRONMENT
- **ISO 14001** certifications
- Carbon footprint optimisation
  437 kgCO_2eq/ MWh
  0.64 kg CO_2e/ m³ of water sold
  336 MW of hydroelectric projects

Non-financial risk assessment, monitoring and management

Non-financial risks[2] are identified and analysed in accordance with the principles of ISO 31000[3] and the Financial Markets Authority (FMA)'s general risk management principles[4]. The identification, analysis and treatment of the risks published in a consolidated manner in this Extra-Financial Performance Declaration were, as detailed in the methodological notes, the result of a participatory process largely involving the management of the main companies in the Group (see methodological appendix). Each company monitors and manages the non-financial risks within its scope.

In 2019, with the objective of continuous improvement, 11 of the areas for improvement identified during the 2018 risk analysis were addressed through 11 priority projects (6 ongoing programmes initiated, and 5 actions completed by the end of 2019). They focussed on the 4 areas of the CSR policy:

AREA 1 - HUMAN RESOURCES: skills planning, project safety programme and the scope of OHSAS 18000/ ISO 45000 certifications[5],

AREA 2 - ENVIRONMENT: reduction of greenhouse gas emissions, scope of ISO 14001 and ISO 50001 certifications1[5]

AREA 3 - SOCIETY: consolidation of fraud monitoring programmes, CSR advocacy and communication, scope of ISO 9001 certifications and ISO 26000 assessment[5]

AREA 4 - GOVERNANCE: CSR risk analysis rating, reporting of ethics-related alerts5, scope of ISO 37001 certifications and ISO 19600 assessment[5].

Main areas of extra-financial risk	Main issues and impact factors on our activities, value chain and products and services	Means indicators (MI) ✪[6] Results indicators (RI)	Areas of committed improvement for coming fiscal years
Human capital - CSR Policy - Area 1 (human resources), chapter 2			
Risk of performance deterioration due to inadequacy of skills	Quality and availability of skills are key performance factors. Digital transformation causes major changes within each business area. Skills that are inadequate for changing needs and the resulting turnover may impact performance. → *see chapters 2.A.2 and 2.D*	• € spent on internal and external training (MI) % of payroll (MI) • ✪ Number of training hours per employee (RI) • Jobs and core business skills planning programme (MI)	- Readiness of skills frameworks (core business) (RI) '- % of employees assessed based on the skills framework (RI)
Risk of harm to employee health, safety and security	Our power and water production, transport, distribution, and marketing may expose our employees to demanding working conditions. They can result in work-related accidents (electrocution for example) or occupational illnesses such as MSDs. In the field or on projects, employees are sometimes exposed to safety risks. Finally, sanitary conditions (hygiene, pandemics) must be taken into account. → *see chapters 1D, 2.A and 2.C*	• ✪ Working time and absenteeism rate (RI) • ✪ Work-related accidents (frequency and severity) (RI) • ✪ Number of occupational illnesses (RI) • Scope of ISO 45001 / OHSAS 18001 certifications (MI) • Employee safety programmes in the field and on projects (MI) • Monitoring of accidents and near-accidents (MI)	
Risk of performance deterioration due to lack of social support for employees	To remain competitive and resilient, the company must be able to attract and retain talent for its activities and expansion. In addition, the regulatory environments of the countries where the Group operates do not always provide the right level of social security and may require adjustments by company and by country. → *see chapters 2.A and 2.B*	• Evolution of payroll (€) (MI) • ✪ Monitoring of wages (€) by socio-professional category and by gender (RI) • Expenditure and voluntary funds in social policy (€) (MI) • Support for family budget management (MI)	percentage of employees covered by voluntary social security by the company (RI)
Main areas of extra-financial risk	**Main issues and impact factors on our activities, value chain and products and services**	**Means indicators (MI) ✪[6] Results indicators (RI)**	**Areas of committed improvement for coming fiscal years**
Environmental protection - CSR Policy - Area 2 (environment), chapter 3			
Risk of non-competitiveness for investments in compliance **Risk of pollution-causing accidents**	Our production sites are subject to regulations for environmental protection and the operation of classified facilities and could experience an accident (an explosion or dam break for example) or have their licences revoked. In addition, our environmental standards and increasingly strict regulations entail compliance expenses (investment and operation), which could result in an increase in cost prices and impact competitiveness. Special attention should be paid to discharges into the water and air. → *see chapters 1.D. and 3.B*	• ✪ Monitoring of quality of discharges into the air (RI) • Provisions and guarantees for environmental risks (MI) • Monitoring of environmental accidents and near-accidents (MI) • Scope of ISO 14001 certifications (MI)	• Consolidation of monitoring of discharges into the water • Reporting of accidents and near-accidents, • Consolidation of environmental risk audits, • Identification of actions to alert and inform the Authorities about risk situations
Risk of performance deterioration caused by losses (production and distribution)	Our company-owned or licensed facilities require maximum efficiency to avoid losses from production to distribution, whether for water or electricity. Consumption optimisation (energy, gas, etc.) and waste control are a source of performance. The availability and volatility of non-renewable resources should be taken into account. For water, our activities are stimulated by and contingent on increases in demand and the quality and availability of the resource. → *cf chapitre 4.B.2.*	• ✪ Plant and network efficiency (RI) • Action programmes to improve facility efficiency (MI)	• Identification of actions to reduce leaks and ruptures, • Identification of actions to alert and inform the Authorities about production and distribution capacities
Risk of declining resource availability due to climate change	Economic development, demography and climate change are the drivers of growing demand for renewable forms of energy, including hydroelectric power. At the same time, extreme weather events (floods, drought, etc.) could degrade our infrastructure and put pressure on water resources. Management of the impact on the natural environment around existing facilities (thermal and hydroelectric plants, catchments, water production) in the areas concerned must be considered. In addition, diligence by financial backers, as well as communities, leads to investment in project reviews and compensation to control our impact and encourage our developments. → *see chapters 1.D and 3.C.*	• - Scope of ISO 50001 certifications (MI) • ✪ Monitoring the consumption of energy for water production and distribution (in kWh/m³ sold) and power efficiency (RI) • ✪ Total production capacity (RI) • ✪ Electricity and drinking water produced, share of production capacity (MW) and generation capacity (GWh) of renewable electricity (RI)	• Formalisation of water resource monitoring • Identification of actions to alert and inform the Authorities about changes in water resources • Commitment to relative reduction of greenhouse gas emissions in the short, medium and long term (MI)

2 Key performance indicators corresponding to the main risks are indicated throughout the report by a star ✪.
3 ISO 31000: 2018 Risk management - Guidelines.
4 FMA - Risk management and internal control procedures - Terms of Reference - July 2010.
5 Completed in 2019
6 Key performance indicators corresponding to the main risks are indicated throughout the report by a star ✪.

Main areas of extra-financial risk	Main issues and impact factors on our activities, value chain and products and services	Means indicators (MI) ✪[6] Results indicators (RI)	Areas of committed improvement for coming fiscal years
Relationships with society - CSR Policy - Area 3 (society), chapter 4			
Risk of health deterioration of third parties (accidents, illnesses)	The two essential services (water, electricity) at the heart of our activities can have health consequences. For example, electricity may cause electrocution and waterborne diseases. For our scope of responsibility, improper use and connections and the quality of facilities and infrastructures must be considered. → *see chapters 2.C and 4.A.2*	• Number of microbiological, physical and chemical analyses performed (MI) • ✪ Rate of compliance with public health standards (RI) • Third-party incident monitoring and management programme (MI) • Monitoring of environmental accidents and near-accidents (MI)	• Consolidation of health/ safety risk audits, • Identification of actions to alert and inform the Authorities about third-party health risk exposure situations
Risk of non-payment and strike for non-acceptance of service price or quality	The customer is entitled to quality of service. This is a key element of price assessment, customer loyalty and actual payment. Breakdowns all along the chain from production to distribution may be penalising and must be limited. The cost of essential services, especially water and power, is a significant burden on household and business budgets. → *see chapters 1.D and 4.B.1*	• ✪ Customer satisfaction indicators (RI) • ✪ Average outage time (RI) • Scope of ISO 9001 certifications (MI)	• Identification of information actions regarding the organisation of the sector • publication of customer satisfaction indices within the limits of contractual provisions and State licences.
Risk of performance degradation for fraud	The nature of our activities exposes the company to undue diversions of services and fraud, which make it necessary to detect and fight against these practices. → *see chapter 1.C*	• Anti-fraud actions (MI) • Anti-fraud programmes (MI)	• Billing ratio (RI)
Risk of distrust from investors or licensors for lack of communication and transparency for ESG factors	The quality of relationships with institutions and agencies in the countries where we operate is crucial. We provide essential services. These relationships require compliance with our contractual commitments, professionalism and expertise, dialogue, and transparency. Obtaining or renewing licences requires a high level of service and integrity. → *Sustainable development report and chapter 3.D*	• Reporting of CSR actions (publication of SD reports) (MI) • CSR advocacy and communication programmes (MI)	• E&S project organisation (MI) • % of employees covered by a published SD report (RI)
Risk of reduced activity related to community refusal of our projects or disputes on our existing sites	Community relations close to our existing infrastructures and projects must be constructive. Reasonable expectations and interests are considered by the company to ensure a quality local foothold. → *see chapters 3.D and 4.D.*	• Expenditure for support, sponsoring and partnership (€) (MI) • Scope of ISO 26000 assessments (MI) • Mapping of key stakeholders (MI) • Actions implemented (MI) • Stakeholder Commitment Plans implemented for projects (MI)	• % of stakeholder commitment plan deployed on projects (RI)
Main areas of extra-financial risk	**Main issues and impact factors on our activities, value chain and products and services**	**Means indicators (MI) ✪[6] Results indicators (RI)**	**Areas of committed improvement for coming fiscal years**
Governance - CSR Policy - Area 4 (governance), chapter 1			
Risk of non-compliance with anti-corruption standards and regulations	Compliance with the best international management and behaviour standards and with regulations is essential for our international company, for its continued existence and growth. Fair commercial practices imply a flawless integrity that is essential to the trustworthiness of all our business relationships. → *see chapter 1.C*	• ✪ Number of people trained in / informed about ethics (RI) • ✪ Funding spent on promoting ethics (€) (RI) • Progress of the "Sapin II" programme (MI), • Scope of ISO 19600 assessments and ISO 37001 certifications (MI) • ✪ reporting of internal and external complaints (RI)	• reporting of sanctions
Reputational risk related to mismanagement of liability claims	The company's reputation is a valuable asset and trust in the company is a condition for continued access to the market. This means that preventative measures must be taken to avoid scenarios that could arise and incur the company's liability. Quality of dialogue, transparency and non-financial reporting are some of the levers used to maintain trust. Should an unwanted event occur, responsiveness, good crisis management and effective communication help to maintain the company's reputation. → *see chapter 4.A.1*	• Deployment of crisis management procedures (control of consequences) (MI) • Deployment of procedures in place to limit causes, by entity (MI)	• management of liability claims

Our values, sources of innovation

The Eranove Group's values are the foundations of the Group's culture; they are shared by all employees who strive to apply them every day.

PERFORMANCE

For the Eranove Group, the pursuit of performance for its customers, shareholders, employees and for society is constant and works on many levels: economic, social, financial, technical, human, environmental and societal.

Right across the value chain, performance is organized into shared objectives that are part of a continuous improvement strategy.

SKILLS

Eranove Group's main asset is its human capital made up of a mosaic of pan-African expertise.

Thanks to successful recruitment, training and experience-sharing programs, this capital has advanced and constantly developing skills.

AFRICA

The Eranove Group has been operating in Africa, for Africa and through Africa for 60 years. This African hallmark is expressed through its accountability-focused managerial model and its social policy focused on mutual assistance, sharing and brotherhood.

The Eranove Group's firm footing in Africa ensures a lasting relationship of closeness with its customers, partners and host communities

RESPONSIBILITY

Eranove is a citizen-focused group, mindful of its rights and duties to society and the environment. It promotes ethical behavior, which acts as a bridge of trust between the company and its ecosystem and plays a role in business longevity.

Each member of the Eranove Group, committed to passing on these values, is aware of his or her role as regards colleagues, stakeholders and the planet.

RIGOR

The Eranove Group's governance aims for transparency and rigor through strong, ethical and responsible bodies.

Each employee works with integrity and professionalism in line with local regulations, international standards and following ISO-certified practices.

CREATIVITY

Imbued with the cultural context, and operational, technical, human and environmental realities of the places in which it operates, the Eranove Group is able to constantly anticipate its customers' needs and provide innovative, bespoke solutions.

Creativity is brought to bear, both in operations and in projects, in a spirit of openness and ideas-sharing.

Our CSR policy

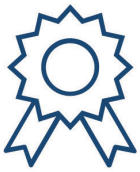
VISION

For the ERANOVE Group, CSR enhances performance and has a positive impact on all of its stakeholders: shareholders, employees, customers, partners, suppliers, communities. The expansion of water and energy services and access to information and training are all opportunities for the company's growth, well-being and development. This performance is made possible by stressing our culture and values and sharing them.

Area 1 (Human Resources). Human capital development and responsible employer.

Area 2 (Environment). Prevention, optimisation of resources and solutions.

Area 3 (Society). Access to essential services and community development.



Area 4 (Governance). Ethical governance and compliance.

Commitments

We are committed to sustainable jobs in accordance with local and international standards. Health, safety, training and employee share ownership are the drivers of employee development, fulfillment and retention.

We prevent pollution and optimize resources. Our production offers, services and performance provide solutions for the planet.

We respect human rights. Our services are accessible and high-quality. We contribute to the development of local communities and involve our suppliers in CSR.

Our governance is based on international best practices and integrates ESG (Environmental, Social and Governance) criteria. Ethics and compliance underlie our actions.

Areas of action

- Health and safety
- Skills development and talent management
- Social dialogue and respect for fundamental labor rights, including among our subcontractors
- Social protection and fair compensation

- Prevention of pollution (water, air, soil)
- Performance and value for money, from production to delivery
- Energy efficiency and promotion of self-generation of sustainable energy
- Renewable and/or efficient production and technologies

- Access to high-quality basic services
- Constructive dialogue with institutions and stakeholders
- Training of our partners and suppliers in CSR measures
- Positive local impact of our activities (health, education, jobs, purchases, sponsorship)

- Strong governance, inclusion of ESG criteria in decision-making
- Measurement of non-financial performance and transparency
- Compliance and the fight against corruption
- Operational cross-cooperation and sharing of good ethical practices and CSR

Values

Skills, performance, rigor, creativity and responsibility are African values. They are expressed in our code of ethics and corporate responsibility and guide our actions on a daily basis.

Impacts

Our contribution to the sustainable development of society is strongly grounded on 8 of 17 UN's Sustainable Development Goals. Whenever possible, we emphasize our positive impact.

01

BUILDING ON STRONG GOVERNANCE

CSR Policy - area n°4 (Governance): Ethical and compliant governance

Strong governance bodies

Ethics and CSR at the core of an effective system

ISO 9001, ISO 45001 and ISO 14001 QSE certifications

✪ **3,801** people have received anti-corruption training since 2015

A - Decision-making with structured bodies

With the support of its majority shareholder Emerging Capital Partners (ECP), **the Eranove Group has put a governance system in place that complies with international practices 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 as of 31/12/2019	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. • Mr. Jean-Marc SIMON, ECP FII Finagestion SARL • Mr. Brice LODUGNON, Emerging Capital Partners (ECP) • Mr. Julien GAILLETON, AXA • Mr. Philippe de MARTEL, AXA • Mr. Mansour Mamadou CAMA • Mr. Marc ALBEROLA • Mr. Eric TAUZIAC

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 31 December 2019

Audit Committee

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 formed during the Board of Directors meeting on 27 June 2010 is made up of three to five members. The Board of Directors appoints its Chair. The Audit Committee is currently chaired by Mr. Brice Lodugnon, ECP Managing Director with members Mr. Marc Albérola, CEO of the Eranove Group, Mr. Eric Tauziac, Secretary General of the Eranove Group, and Mr. Philippe de Martel, AXA Global Head of Corporate Finance.

Strategy Committee

Role	Created during the Board of Directors meeting on 31 October 2012, the Strategy Committee assists and advises the Board of Directors with its main strategic and operational guidelines, and supports its decision-making preparations. It meets at least quarterly and as often as required in the event that projects exceed the conditions initially defined.
Composition	The Strategy Committee is composed of four of the company's directors. It is chaired by Mr. Marc Albérola, CEO of the Eranove Group, and members Mr. Brice Lodugnon, ECP Managing Director, Mr Philippe de Martel, AXA Global Head of Corporate Finance, Mr. Julien Gailleton, Principal - Infrastructure Equity at AXA Investment Managers, and Mr. Eric Tauziac, Secretary General of the Eranove Group.

Compensation and Appointments Committee

Role	The Compensation Committee assists the Board of Directors in setting and regularly reviewing all the compensation and benefits allocated to the company's executive directors. Its role also involves assisting the Board of Directors with the composition of the Group's executive bodies. 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 Committee has two directors as members.

3. Committees reporting to the CEO

Role and composition of the committees as of 31 December 2019

Operations Committee - COMOP

Role	The Operations Committee is a decision-making body where the CEOs of the Group's companies present their action plans for improving their operation, social, environmental, and contractual performance, as well as 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, and composed of Ms. Pascale Albert-Lebrun, Deputy CEO of the Eranove Group, Mr. Eric Tauziac, Secretary General of the Eranove Group, Mr, Ahmadou Bakayoko, Operations Director, Mr. Ralph Olayé, Director of Development and project management, Mr. Mamadou Dia, Group Water and Sanitation Director, and the CEOs of its subsidiaries and the EIG (GS2E).

Management Committee - COGES

Role	The Management Committee (COGES) is the body that oversees the economic and financial results of the Eranove Group entities. Each company in the Group has its own Management Committee. Its role is to: • prepare financial planning for the subsidiaries (business plans, five-year plans, updates); • monitor and analyse the results and main components of each subsidiary's balance sheet under local standards and IFRS; • manage the main options for the subsidiary financial statements (quarterly and annually); • define and monitor corrective actions where results are not in line with forecast; • promote feedback on best economic and financial practice between companies and the Eranove Group.
Composition	The Management Committee is composed of the Eranove Group CEO, Marc Albérola and Deputy CEO, Ms. Pascale Albert-Lebrun, and the CEO of each company and their staff with economic and financial roles (Deputy CEO, Secretary General, CFO, etc.).

B - Sustainable responsible 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 the future head of SODECI and CIE, **management of a company in Africa had to take into account its social and cultural environment and use motivational methods related to local values.**

Specifically, the recommended principles are as follows:

- Regional offices are structured around four key functions (administrative, sales and marketing, technical and inventory), with no hierarchical link between them and all reporting to a regional director. Women are prioritised within this structure.
- Some managerial roles were cut to promote information sharing, 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 mind-set.

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 analyse management indicators, and develop their capacity to anticipate.

management of a company in Africa had to take into account its social and cultural environment and use motivational methods related to local values

Over 40 years later, this **intercultural, decentralised and empowering managerial model** remains the foundation 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.

Abidjan - Plateau, business centre © ERANOVE

FOCUS

SODECI is being restructured around a new system of governance

With 1.25 million customers and 2,700 employees throughout Côte d'Ivoire, SODECI formed the first public-private partnership (PPP) in the country in 1960. A long-term "farmer" thanks to two leasing contracts for drinking water and sanitation, SODICI decided to restructure in order to improve its ratio and customer satisfaction.

On 14 March 2019, the Board of Directors confirmed the appointment of a new CEO and Deputy CEO in charge of operations in order to follow a strategy increasingly focussed on the commercial side of the business and customer relations. "Fraud networks have been developed," explains Jocelyn Akélé, Deputy CEO in charge of operations. "This explains why pipes and facilities are still not present in non-serviced areas".

Hence the need to rethink local level management through four levers:

- A change audit carried out with the international consultancy firm Bearing Point (France) on the operation of drinking water facilities, SODECI's main activity.
- A think-tank on formative projects, one of which has been accepted as priority, the Improvement of Technical and Financial Performance, and is being rolled out with the State.
- Structural reorganisation to align with the new strategy.
- Optimisation of operational activities linked to the two leasing contracts (drinking water and sanitation) with objectives assigned by the State, in order to increase sales, improve profitability and customer satisfaction, and manage and control risks.

Five strategic programmes have been developed around the restructuring of distribution, the investment strategy, improvement of internal processes, skills planning and a new business culture. Each of these programmes is driven by a member of the executive management team.

In 2019, technical and commercial activities started to be clearly disassociated from one another. From now on, this "activity-based" approach will prevail in this previously region-based organisation. "For example, the management team in Yopougon, an area of Abidjan, used to take care of maintenance, repairs and customer relations," highlights Jocelyn Akélé.

"Due to the strong increase in customer numbers in the last five years, now over 190,000, it was difficult for a regional director to manage both commercial and technical activities." In 2019, SODECI reached an important milestone with regards to drinking water. With regards to sanitation, technical and operational negotiations on extending the leasing contract were completed successfully.

2. "Business circle" based structure

The introduction of discussion groups known as "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 composed of liaisons from each subsidiary and are led by a business expert from the parent company. Business circle 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 2019, there were seven business circles as follows:

- **The future circle** identifies areas of growth potential for the Group and aims to develop long-term innovation strategies within the various subsidiaries.
- **The internal control circle** reinforces the subsidiaries' risk management policies by implementing an internal monitoring system.
- **The human resources development circle** helps each entity work towards achieving the Group's human capital development ambitions (skill strategies, recruitment and integration processes, training, etc.), taking into account the specific features of each entity.
- **The sustainable development circle** promotes the CSR culture within the Group, determines non-financial reporting and ensures the visibility of the achievements and commitments of each entity.
- **The finance circle** aims to bring together the Group's finance teams, identify areas for skills improvement and circulate technical skills within each subsidiary.
- **The IT and digital circle** consolidates and develops skills around new expertise and technologies. This circle supports value creation in the businesses and promotes the digital transformation of subsidiaries.
- **The marketing circle** seeks to maximise the level of customer satisfaction, particularly in the Group's public service companies.

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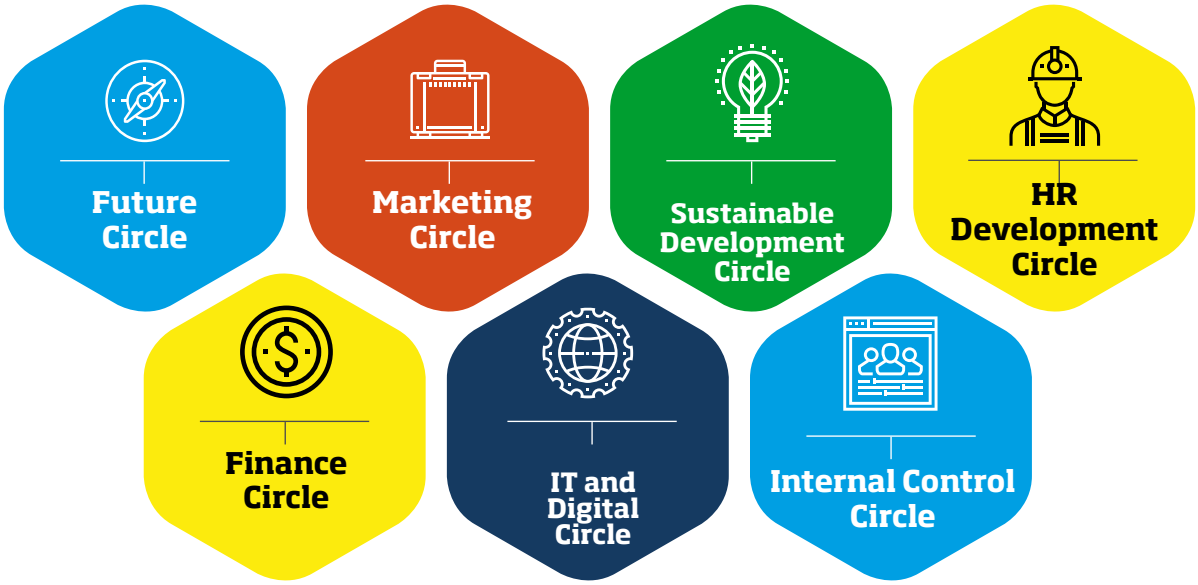


C - Putting ethics at the core

At the insistence of its CEO, **ethics is at the heart of Eranove's governance system.** For Eranove, a **responsible citizen-focussed group in and for Africa**, ethical behaviour generates trust between the company and its environment. It represents one of the central conditions for long-term business.

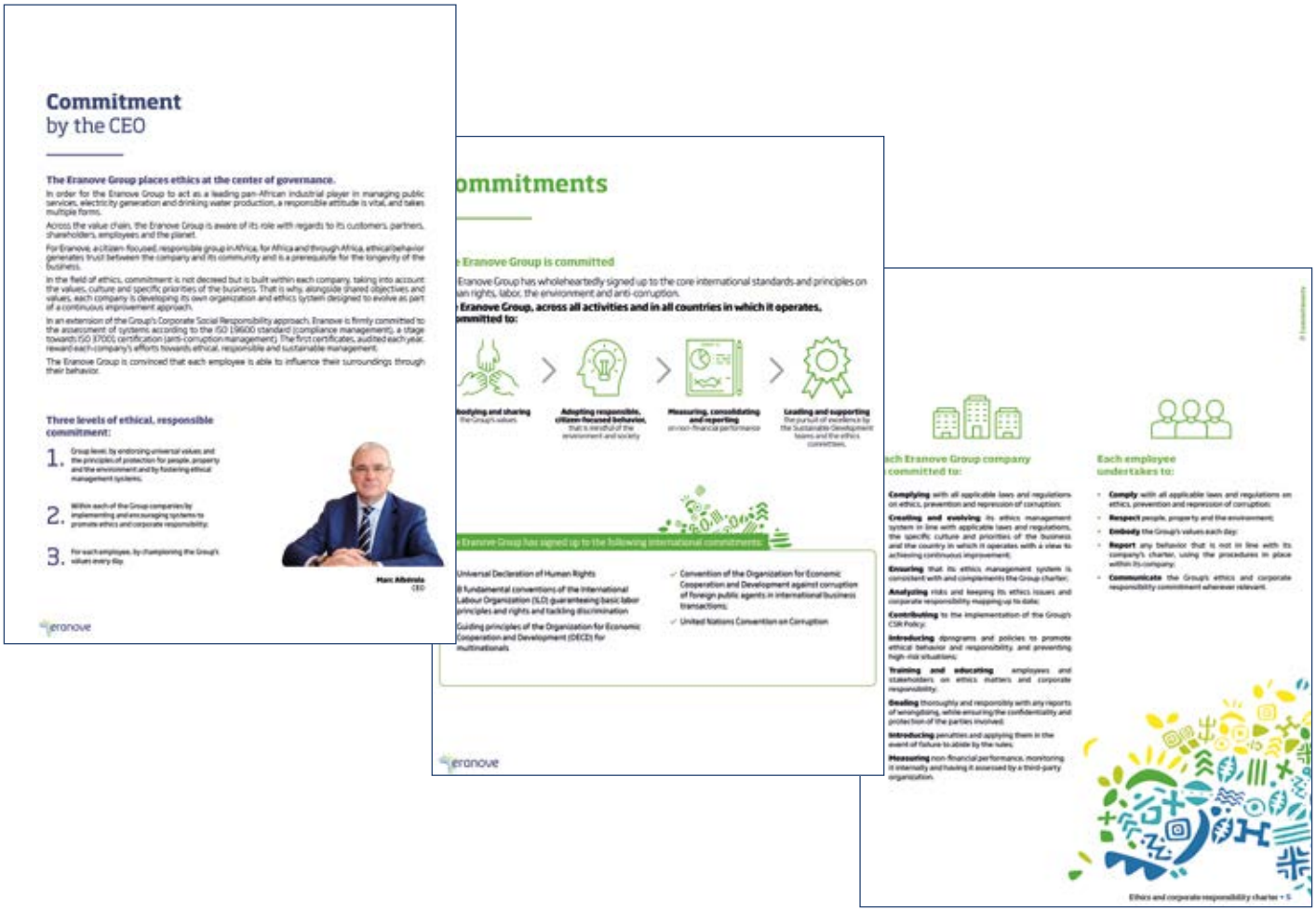
Formalised in its ethics and corporate responsibility charter, the Eranove Group has three levels of commitment:

- Group level, by endorsing universal values and the principles of protection for people, property and the environment, and by fostering ethical management systems.
- Within each of the Group's subsidiaries by implementing and encouraging systems to promote ethics and corporate responsibility.
- For each employee, by championing the Group's values every day.

In the field of ethics, commitment is not decreed but is built into each company, taking into account the values, culture and specific priorities of the business. That is why, alongside shared objectives and values, each company is developing its own specific ethics structure and system designed to evolve as part of a continuous improvement approach.

50 %

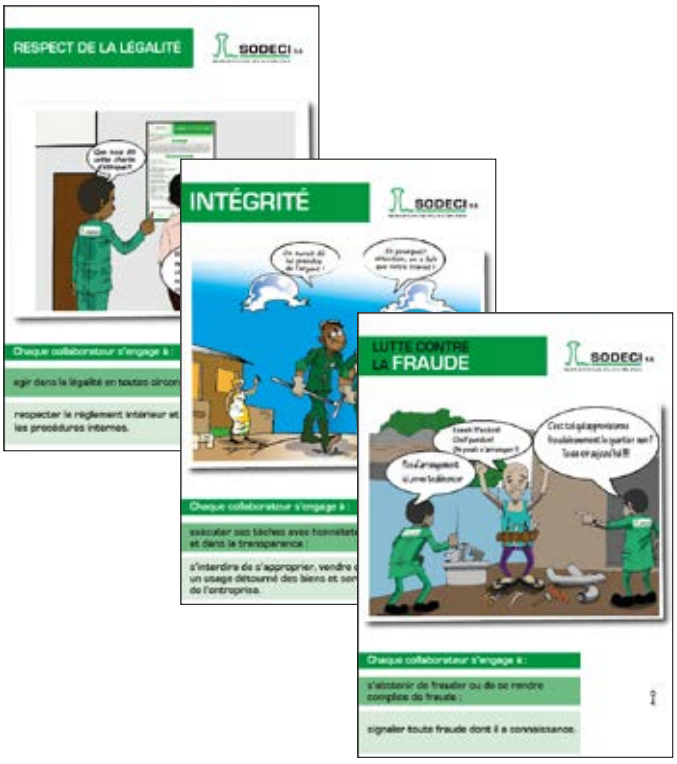
of the workforce covered by a compliance management system assessed according to the ISO 19600 standard



The ethics management framework covers:

- Corruption risk mapping to identify high-risk activities and quantify the potential impact and likelihood of each risk materialising.
- An ethics training plan initially delivered to management and then gradually extended to all employees.
- A three-year action plan set up in each Group department.
- Internal information campaigns through widespread use of communications material (posters, office policies, calendars, ethics action guide, publications in monthly newsletters, etc.).
- A whistleblowing system for reporting ethics alerts through an "ideas box", email, freephone number or via an online form available directly from the website.

In addition to regulatory compliance, particularly with the so-called "Sapin II" Law, the aim is for these systems to be certified under the ISO 37001 standard on anti-corruption management systems. As a first step towards this goal, CIE consolidated its image as a pioneer in Africa by having its compliance management system assessed according to the ISO 19600 standard in April 2017.



FOCUS

CIE and GS2E move towards ISO 37001 certification, the international standard in the fight against corruption

In 2019, CIE continued its ethics commitment by implementing an "anti-corruption management system" - the wording used by the ISO 37001 standard. In the last quarter of 2019 and in anticipation of this certification, a pre-audit of all CIE "sensitive organisations" was carried out by Ethic Intelligence, a French consultancy firm. This was done according to the risk mapping completed in compliance with the "Sapin 2" law. The "sensitive organisations" are those where significant corruption risk factors exist according to the business activities considered - in particular whether or not they come into contact with customers - and the nature of the processes linked to these activities. "*Assessment is an important step as the pre-audit provides us with a good snapshot of our system,*" explains Ciecieman N'Guetta, CIE Head of Ethics and Compliance. An extensive action plan is in process ahead of a final audit expected to confirm CIE's pioneering position in the field of ethics in Côte d'Ivoire.

The same strategic will from senior management prevails with the ISO 37001 application under way at GS2E, GIE at CIE and SODECI, to highlight the professionalism of its employees and to position GS2E as a good corporate citizen. Progress made towards certification in 2021 is noticeable. By the end of December 2019, GS2E had implemented 95% of the recommendations made by the "Sapin 2" law on anti-corruption provisions in business. The recommendations made in 2016 by the French office of the consultancy firm ERM, centring around 47 concrete actions, are 91% complete and recommendations focussing on ethics made by the Ivorian firm Traoré-Bakary Consulting (TBC) are 89% complete.

An awareness-raising day named Ethics Day, organised every other year, took place on 26 November 2019 at the Centre des Métiers de l'Électricité (CME) in Bingerville, attended by 130 employees from GS2E. Furthermore, training sessions were conducted at the end of 2019 by the firm Acte International which is supporting GS2E in its ISO 37001 certification application.

187,607 €
spent on anti-corruption initiatives since 2017

3,801
employees trained in and informed about ethics since 2015

FOCUS

CIPREL - Revision of its ethics approach and instilling values

CIPREL maintains its commitment to operate in an ethical manner and to comply with all applicable laws and regulations related to ethics and the prevention and suppression of corruption. To this end, in 2019 the company rolled out its ethics process with seven supporting documents. The Ethics Code sets out the company's principles and responsibilities on this subject. The regulations of the Ethics Committee define its prerogatives. Ethics risk mapping priorities and analyses the latter according to CIPREL's business lines and operations. The fourth document concerns the declaration of conflicts of interest and lists these, whether real or potential. The guide to gifts and benefits outlines the conditions in which gifts are authorised, accepted, refused or prohibited. The whistle-blowing system, along with mailboxes, allows anyone aware of unethical practices or events to report them. Finally, the ethics disciplinary procedure outlines reprehensible behaviour and the range of corresponding penalties.

As far as CIPREL is concerned, ethics requires each employee to assume personal responsibility for their actions and decisions to ensure they respect the Ethics Code at all times. "*Our primary objective is to instil the notion of ethics in our staff so they are aware of what constitutes unethical behaviour, distance themselves from it and raise the alarm,*" explains Aminata Diop, Ethics Committee Chair, "*whether it be corruption or behaviour between staff members and towards third parties related to the company. The Ethics Code outlines how they should behave in their professional work and beyond in order to provide a good image of the company and protect it for future generations*".

In December 2019, the key elements of the CIPREL ethics process were presented to the entire staff during a plenary session organised by senior management. The meeting objective was to share the process with the staff to help with their understanding and its implementation. On this occasion, the Ethics code, declaration of conflicts of interest and the gifting guide were also communicated by email.

In 2020, as well as implementation of inspection, monitoring and assessment methods, a training plan will be put in place for staff most exposed to corruption risks. An assessment of leading suppliers and intermediaries is also planned, according to identified risks mapped..


NOTRE CHARTE D'ETHIQUE

Certifiée sincère

PREAMBULE

PRINCIPES ET VALEURS

MISE EN ŒUVRE


GS2E

CHARTE D'ETHIQUE

PREAMBULE

INTEGRITE

TRANSPARENCE

SERVICE

RESPECT DES PERSONNES

ECOUTE

LOYAUTE

PROFESSIONNALISME

MERITE

RESPONSABILITE

RESPECT DE L'ENVIRONNEMENT


SODECI

NOTRE CHARTE D'ETHIQUE

CERTIFIÉE SINCÈRE

PREAMBULE

PRINCIPES ET VALEURS

MISE EN ŒUVRE

D - Assessing and certifying our management systems

1 - Certifying our QSE processes

In 2008, Eranove introduced a Quality, Safety and Environment (QSE) management system at the drinking water production plant in Ngnith, Senegal, making it one of the first groups in Africa to set up a triple certification process.

Each operating company within the Group implements International Organisation for Standardisation (ISO) 9001, 14001 and 45001 standards and the British Standard Occupational Health and Safety Assessment Series (OHSAS) standard 18001. The French Association for Standardisation (AFNOR) conducts regular audits to renew certifications.

Certification programmes form an integral part of Eranove's management system and are crucial to meeting its economic, societal, corporate and environmental objectives. Compliance with the QSE action plans is incorporated into the objectives of the operating companies' managers.

Every year, each entity implements a certificate renewal (with migration based on the new standards) and scope expansion programme. From this year, each entity will follow the scope of the certifications and assessments. This scope design was the focus of extensive dialogue before agreement was reached on the calculation basis and methods to make it a real management tool.

The following table summarises the dates of the first certifications and assessments, as well as the scope at the end of 2019.

Certifications / assessments dashboard

CSR policy area	Field	Standard / Reference	Business area	Basis	Certification / assessment scope 2019
1	Occupational health and safety	OHSAS 18001 / ISO 45001	All businesses [1]	Workforce	27%
2	Environment	ISO 14001	Drinking water production	Water production capacity	78%
			Power production	Power production capacity	100%
			Power transmission	Power network in km	100%
3	Quality	ISO 9001	All businesses	Workforce	49%
	Societal responsibility	ISO 26000	Drinking water production	Water production capacity	40%
			Power production	Power production capacity	100%
4	Compliance	ISO 19600	All businesses	Workforce	50%

[1] The scope of the IS0 45001 / OHSAS 18000 certification refers to the company's total workforce, used as a basis for calculation. The OHS initiatives target operational functions as a priority, which are covered in the majority.

Alongside this work to maintain gains and extend the scope of the ISO 9001, ISO 14001 and ISO 45001 certifications, some Group companies will confirm their pioneering positions in 2020 by committing to receiving ISO 50001 (Energy Management) and ISO 37001 (Anti-corruption Management System) certifications. These plans are supported by a major training programme. In 2019, within CIE, SODECI, GS2E and AWALE the results were as follows:

- 99 employees received training on the requirements of QSE standards.
- 37 managers, process managers and QSE managers were trained in managing the processes.
- 22 employees were trained in Quality, Safety and Environment through a course for internal auditors based on new reference frameworks.
- 18 employees were trained in ISO 26000 for CSR.

Each session included one module on environmental protection and one on assessing concerns and impacts.

CME Training © CME

2 - Committing to CSR processes

Awareness of environmental issues in the Group's main operational companies was created through responsible management and the triple QSE certification more than 10 years ago.

Since 2015, all the companies in the Group have followed a set of over 200 CSR indicators across an area representative of the footprint of their activities. Each year, this data is entered into a coordinated monitoring and management tool at Group level. To ensure transparency, completeness and accuracy, Eranove voluntarily chose to build and verify its CSR reporting using an independent third-party organisation in accordance with the Grenelle II Law. This was in preparation for changes to the regulations which, with the adaptation of the directive on extra-financial performance declaration, made CSR reporting and its verification by an independent third-party compulsory as of the 2018 tax year.

These environmental, corporate and societal indicators are now incorporated into the CIE, SODECI, SDE and CIPREL management cycles. They are presented when the Board of Directors prepares the financial statements, prior to the presentation and approval of the consolidated non-financial scope of the Eranove Group.

Since 2018, through its Extra-Financial Performance Declaration, the Group describes its work and, through a risk analysis, proves that its commitments are adapted to its actual area of activity and cover the most important and relevant issues.

This structuring process, presented at the beginning of this report, was built through participation of a panel of high-level actors who are representative of all the companies. The result, which took the form of indicators that cover the most important risks, is a CSR policy organised around four commitments:

Area 1 (Human Resources). Human capital development and responsible employer.

Area 2 (Environment). Prevention, optimisation of resources and solutions.

Area 3 (Society). Access to essential services and community development.

Area 4 (Governance). Ethical governance and compliance.

At the same time, the Group is encouraging its operational companies to be more socially responsible in accordance with the ISO 26000 standard, which sets guidelines and targets in this area.

This means that SDE (entire scope) and CIE (scope of power production) are evaluated at an "exemplary level" and CIPREL is ranked at a "confirmed level" throughout its scope. All projects aspire to proceed similarly around their future production units.

Eranove subsidiaries

ISO 26000 assessed at the end of 2019

Scope	Assessment level at the end of 2019
CIE (Power production service)	*Exemplary*
SDE (full scope)	*Exemplary*
CIPREL (full scope)	*Confirmed*

02

DEVELOPING HUMAN CAPITAL

CSR Policy - area 1 (Human Resources): human capital development and responsible employer

95%
of employees
on permanent contracts

2.62% of payroll spent in training

Frequency of occupational accidents
down 34% compared to 2015

CME and CMEAU, two centres of excellence for skills development

7 *Frequency rate of 10.4 in 2015 and 6.8 in 2019, in terms of the numbers of accidents with stoppages, excluding travel between the workplace and the home or catering area, for 1 million theoretical hours worked.*

A - Promoting sustainable employment

To perform well, a company must first bring its employees together and push them towards excellence. In the same way, an investment cannot be profitable, a network cannot maintain high efficiency, a plant, whether it produces power or drinking water, cannot guarantee an excellent level of availability if they are not supported by the human capital of the company. With these convictions, the pan-African Eranove industrial group is committed to a profound transformation in all of its subsidiaries, which have over 9,000 employees.

Promoting sustainable jobs, training young people, encouraging social dialogue, providing social protection, and guaranteeing health, fighting gender and other discrimination, digitising key processes, etc. These are Eranove's daily priorities according to a historic Group strategy, developed with our leading shareholder, Emerging Capital Partners, to solidify and sustain our African roots.

Our development and operational skills are based on the well-being, fulfilment, commitment and skills of our employees.

1.05%

absenteeism rate

down 14% since 2016

FOCUS

"Enlightenment and innovation camp", Christmas work experience for employees' children

Robotic games, drone steering, introduction to computing... For Christmas, CIE offered its employees' children the chance to attend the "enlightenment and innovation camp" at the Centre des Métiers de l'Électricité (CME) in Bingerville. From 23 to 28 December 2019, a hundred or so children aged 7 to 17 enjoyed four days of playful discovery.

Set up by the CIE works council, the camp tasked the CME TechLab with organising an introductory learning programme on computer programming, as well as drone steering, thanks to the availability of equipment. It ended with a dance competition and awards presentation attended by the CME Educational Director, Roland Avi, renamed "Uncle Avi" for this merry occasion.

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 Organisation (ILO) relating to child labour, the recruitment procedures of the companies of the Eranove Group include a minimum age limit of 18. Naturally, the use of forced labour is prohibited.

The monitoring of overtime, leave and absenteeism and respect of employee working time complies with national regulations. Incentives to take leave are also reflected through a clear increase in statutory leave taken in 2017, before evening out in following years.

The organisation 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 work, compared to 35 in France. Beyond that, all supervisor, employee and 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. Related as it is to sick leave, unauthorised absences, occupational accidents and layoffs, this rate may indeed reflect dysfunction in the company, with implications for its organisational structure.

2 - Recruiting locally and building employee loyaltys

The Eranove Group encourages the recruitment of skills in the markets where it operates to establish African roots that encourage local performance.

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.

"Skills initiative": a programme applicable to all the Group's subsidiaries

Interview with Lika Fofana, Development Director, Group Human Resources

What is the scope of the "Skills initiative" programme that you are rolling out?

Lika Fofana: This programme covers all the Group's subsidiaries and all business lines. Its objective is two-fold:

1. Ensure the skills management and availability of each of our employees by taking into consideration technological innovation and transformation of our business lines.
2. Develop our African skills by integrating this business expertise into structuring projects where we support governments.

How can you develop this expertise in practical terms?

In addition to standard development processes through internal promotion, mentoring and talent development programmes, our business expertise is developed on two levels:

1. In the development of our operations, we support governments to fulfil structuring projects in the electricity and drinking water sectors. We bring proven know-how and offer clear-cut profiles. We show our employees to their advantage when working on tenders for

projects and this African expertise makes a big difference.
2. Internally, we provide these employee experts with a forum to share their experience as trainers in our training centres (CMEAU and CME).

Can you give an example of a prototypical project?

Kékéli, a 65 MW thermal power plant currently being installed in Togo. Employees from CIPREL contributed to each stage of the creation and development phases. The CEO of Kékéli is a CIPREL employee that we dispatched to Togo to ensure the project's fulfilment. For the plant's future operation, we plan to hand over the plant to Togolese employees by putting in place a training and integration programme. Practically, we have hired young people with potential in Togo and created a coaching programme with CIPREL employees. Over 5 months, these young people were trained at the CME and on the CIPREL plant by CIPREL teams. Assessments have been carried out, followed by a training programme in Togo, which reassures us that when the plant opens the acquired skills will be completely self-sufficient and up-to-date with the technology. Subsequently, the trained individuals become references and mentors for the Kékéli employees.

What are the prospects?

We are implementing a specific toolbox for each type of activity for our teams to improve their skills and autonomy. Built from an extremely complex skills map, these toolboxes will be used for all our projects. These toolboxes will complement the skills initiative for each of the business lines.

95%

permanent contracts in 2019

49%

of new contracts signed were permanent contracts in 2019 (+18% compared to 2016)

Technicians at the Ciprel plant © CIPREL

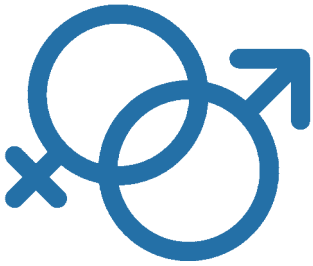
3 - Fighting discrimination

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.

With regards to **gender**, the number of women in the workforce (23%) reflects the traditionally male character of the Eranove Group's business segments. Looking to encourage females in all roles, the number of women in technical professions is now specifically monitored by the Human Resources department of the Group's companies. This monitoring, already in place around the proportion of women employees and the average salaries of men and women, has been expanded in 2019 to include the number of women on executive committees.

23%
of women in the workforce

17%
women on executive committees.



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

Employees with disabilities have always been offered adapted workstations 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 workforce, as well as, since 2017, the number of persons with disabilities hired throughout the year.

In April 2017, CIE and SODECI signed the "Charter on diversity in business", promoting equal opportunities in employment.

99
people with disabilities in the workforce, representing 1.1% of total workforce

FOCUS

CIE celebrates International Women's Day

CIE is committed to the advancement of women, who represent 26% of its workforce and demonstrated this in 2019 with two actions - one external, one internal. On the eve of International Women's Day on 8 March, CIE sponsored the 7th edition of the SuperWoman initiative, launched in 2013 in Côte d'Ivoire by the online magazine Ayana. With the 2019 theme of "Female Solidarity", this annual meeting highlighted the extraordinary journey of some everyday heroines through three workshops: "Pitch for your mentor", "Violence against women, what are the outcomes?" and "Learn more about equal pay". Internally, CIE's CEO offered pieces of cloth (common practice on the occasion of celebrations dedicated to women) to all female staff and expressed his solidarity on the day dedicated to them.

FOCUS

Partnership between SODECI and the NGO Libellule to help the integration of people with disabilities

Having signed a charter on diversity that emphasises professional integration of people with disabilities, SODECI hired seven interns in 2018. This initiative continued in 2019 as a partnership with the NGO Libellule was formed. As the agreement was being finalised, SODECI provided sponsorship support for Libellule events. Moreover, SODECI fitted corridors, toilets and lifts for those with reduced mobility at its new administrative site in Riviera-Palmeraie in Cocody, Abidjan.

La Libellule
Cabinet de Recrutement & Conseil en Ressources Humaines

4 - Promoting youth employment

With an average age of less than 25, the African population looks set to remain the world's youngest in the coming decades. If this asset is used suitably, it could lead to a "demographic dividend". Putting it plainly, it could give an unprecedented impulse to the economic expansion of the continent.

1,990[8]
interns in 2019, an increase of 4 % compared to 2017

102
18-25 year-olds hired in 2019 (compared with 75 in 2015)

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

- developing training courses that are appropriate to the requirements of employers (see chapter 2.D. - Investing in training);
- integrating interns to enable them to enhance their qualifications and develop initial professional experience, and for some, to be hired;
- promoting the hiring of young people.

CME students **© CME**

8 *Internship contracts signed in 2019.*

5 - Encouraging social dialogue

In addition to compliance with the regulations applicable in each country in which it operates, the Eranove Group is careful to respect the principles of freedom of association and collective bargaining advocated by the ILO.

Each company has set up its own structures to maintain a high quality of dialogue with trade unions, employee representatives and all employees. They provide 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, a "Permanent dialogue framework" allows for regular discussions with employee representatives. These two companies also have a Company Appeals Body. This conciliatory body intervenes when a dismissed employee wishes, based on new or additional arguments, to request the review of the conditions and reasons for dismissal with a view to reinstatement.

At CIPREL, a college of delegates represents employees, in accordance with the regulations applicable in Côte d'Ivoire. Within SDE, two colleges have been established, in accordance with the legal provisions applicable in Senegal. Monthly meetings form the basis for social dialogue between senior management and employees, providing employee delegates with an opportunity to express awareness of company issues and present their complaints and suggestions.

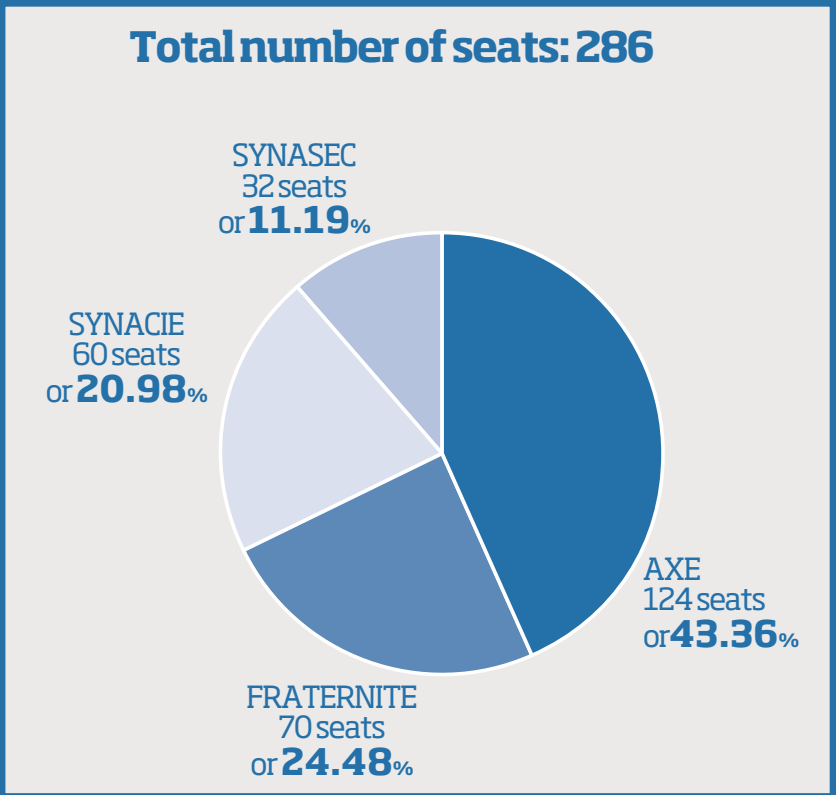
This social dialogue translates into the signing of collective agreements with a twofold concern for economic performance and improvement of working conditions. Within the Group in 2019, 1 collective agreement (at SDE for salary increases and staff promotions) was signed with the corporate partners.

FOCUS

Election of employee delegates at CIE

Two rounds of voting organised on 17 and 30 September 2019 by 40 polling stations at 33 sites in Côte d'Ivoire led to the election of employee delegates at CIE. These delegates, from five trade unions, have a two-year mandate to submit employee requests related to pay and working conditions. From a total of 286 seats, the AXE union, founded in 2017 and bringing together workers from the energy sector in Côte d'Ivoire, obtained 124 seats, followed by Fraternité (70 seats), SYNACIE (60 seats), SYNASEC (32 seats) and SYNADDACIE (no seat).

Ahmadou Bakayoko, CEO of CIE since April 2019, invited the delegates to a discussion and to a "win-win company contract", by "always finding the balance between stakeholders, CIE employees, shareholders, the State and customers". For his part during his campaign, Kouassi Fiénin Barnabé, secretary general of the AXE union, spoke in favour of wage increases and transport bonus, the definition of individual career profiles, as well as the fight against fraud in all forms, emphasising the value of integrity shared with the Eranove Group.



B - Protecting our employees

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

Inspired by African values, the Eranove Group implemented a social policy extremely early on to ensure a calm environment and to create close ties of solidarity between employees. This policy hinges on various mechanisms and means to cover solidarity, health, retirement and corporate 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. Social provision mechanisms are also implemented according to the specifics of each company.

Preventive health

The fight against HIV/AIDS continues by raising awareness, screening and case handling. At CIE, SDE and SODECI, public health actions are extended to the prevention of the main cancers, through agreements signed with medical centres. These consultations are intended for employees and all those eligible.

At CIE, during the annual medical check-up, the occupational health division systematically offers HIV/AIDS screening, breast and uterine cancer screening for women over 35 and prostate cancer screening for men over 45, with participation rates ranging from 90 to 99% depending on the diseases detected.

First aid information session © CIE

Health insurance

All employees of the Eranove Group benefit from a health insurance system and from an extensive network of infirmaries and internal medical centres. In addition to the national system, the Group's health insurance covers medical expenses in case of illness and also covers the spouse and children. Furthermore, at CIE and SODECI, this is supplemented by health insurance for pensioners, the pioneering character of which has been internationally recognised (Compensation & Benefits Trophy received in 2017).

Satisfaction survey terminal © CIE

CIE and SODECI have also set up a health solidarity fund to deal with long-term diseases such as HIV/AIDS, cancer or kidney failure. Four dialysis machines finances 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 benefiting employees from the time they are hired, an operational health insurance scheme has been in operation since 1 July 2017. Financed by the company and the employee, it extends access to health care and provides total coverage of their health expenses, particularly in the case of chronic illness.

Supplementary pension

In addition to the national pension, SDE employees and SODECI and CIE managers receive a supplementary pension. In recent years at SODECI, the supplementary pension contribution has

increased significantly, due to the growth of the population, and especially to information campaigns for and continuous encouragement of employees to increase their funding for their future retirement.

Mutual funds

As part of its corporate financing, CIE, SODECI and SDE have set up a mutual fund dedicated to the shareholding of employees in the capital of their companies to allow them to save for their retirement.

Mutual aid and solidarity

The main 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.

For example, SDE, together with its corporate partners, has put in place solidarity tools among all employees to 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 credit savings fund allows employees, against contributions deducted from their salary, to receive and interest-free loan equivalent to 1.5 times the amount saved and capped at €3,049 (2 million CFA Francs).

Voluntary employee benefits expenditure[9]:

€7,744,713

or 7% of payroll, up55% compared to 2016

Funds used for internal loans[10]:

€5,019,283

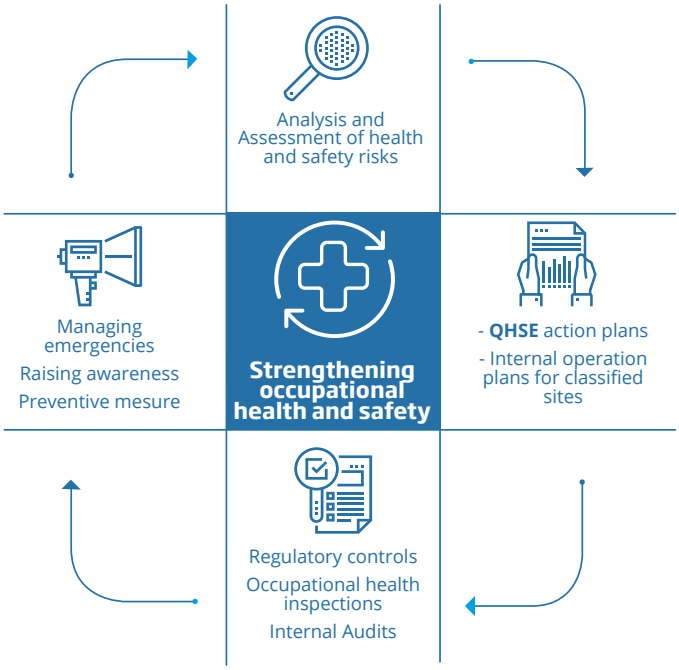
or 5% of payroll, up78% compared to 2014

Family budget

Since 2012 at CIE and SODECI, the "Family Budget Management" project aims to help employees with their development throughout their career and reach retirement with complete peace of mind about their future, and make the household an agent of development and poverty reduction.

C - Strengthening occupational health and safety

The improvement of occupational health and safety conditions is a major focus of the Group's social policy. The health and safety measures implemented follow the OHSAS 18001 or ISO 45001 standards, as well as the preventive measures implemented by the Hygiene, Safety and Working Conditions Committees, safety and environment visits by management and safety 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.



9 *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.).*
10 *Funds placed at the disposal of employees to help them undertake personal projects to acquire property or investments to improve their income.*
11 *Occupational Health and Safety Assessment Series.*

FOCUS

General risks at CIE: a "staff instruction book" widely distributed

Further to a working group set up with the different areas of the business, a 70-page "staff instruction book on general risks" was developed in 2019 and rolled out to 4,500 CIE employees across the country. Its 16 chapters list all risk factors, detailing the precautionary measures to be aware of for each, whether it be traffic, noise, works organisation, dangerous chemical agents or temporary works at height. "*Electrical and traffic accidents are relatively under control,*" explains Amara Soumahoro, CIE Deputy Director responsible for workplace safety. *Admittedly, four electrical accidents were recorded in 2019 however they were minor with no fatalities even though it is at the core of the business. Since then, half of all accidents are classified as "other": falls, movement and posture, handling, dog bites and insect stings*".

This list of recommendations includes simple day-to-day actions - for example, do not use the phone when walking or how to position a computer screen for best posture in the office. This exhaustive document has been distributed proactively with each employee providing a signature to acknowledge receipt of their book. This educational and exhaustive document serves as communication support for the weekly safety toolbox talks in all CIE facilities, providing employees with the opportunity to contact a safety manager for further details. This book complements the first instruction book which only covered electrical risk. Employees now have all the necessary documents to improve their business practice in complete safety, and in compliance with their company's internal regulations.

127
workplace accidents
with lost time excluding travel
(compared to 180 in 2015)

0.17
days of lost time
per 1,000 hours worked,
severity rate down 25%
compared to 2015

6.8
non-travel accidents per million hours worked,
down 34%
compared to 2015

CIE health centre and ambulance **© CIE**

D - Investing in training

In 2019, the Eranove Group continued to act as a catalyst for the mosaic of pan-African expertise, convinced that human skills are the key to success. The group has been investing in training for a long time, through the training structures of its subsidiaries. Created in 1970, the Centre des Métiers de l'Électricité (CME) of the Eranove Group subsidiary CIE has become a reference site at the sub-regional level.

The actions of the Group focus on business skills, to match human resources with positions.

At the Centre des Métiers de l'Électricité (CME) in 2019:

4,270 CIE employees trained

475 external students

on vocational training (Higher Technical Certificate/Diploma, professional degree)

€2,9 million

spent on training,

representing 2.62 % of payroll (compared with the legal statutory minimum in France of 1.5%)

7,250

employees trained [12]

Each employee having received an average of

20 hours of training

FOCUS

The TechLab: open to solo entrepreneurs

Open to its surroundings and to professionals who need it, the TechLab welcomes solo entrepreneurs for prototype development. Inspired by the FabLab of the famous Massachusetts Institute of Technology (MIT), this space is dedicated to project creation. Manufacturing courses can be taken with conventional tools, 3D printers, sewing machines, drills, etc.

At the end of March, the 2019 "Business Days" provided the opportunity to present stands to a hundred or so participants and exhibitors. The TechLab also took part in Adicom Day on 23 March, supported by the digital communications agency Totem Experiences to organise B2B meetings, as well as Salon Innova from 28 to 30 March at the Palais de la culture in Abidjan to demonstrate 3D printing.

The TechLab is focussed on automation, electricity and digital, as well as renewable energies and home automation, two promising areas. In 2019, three weekly workshops provided students with the opportunity to learn about the Arduino microcontroller card and its programming interface, to produce access control and automatic detection systems with the help of ultrasonic sensors, to light a bulb with a bluetooth unit, or even to make access barriers with movement detectors.

Developed in partnership with Jokkolabs, the pan-African co-working and innovation organisation that has already built similar sites in other countries, the TechLab is part of the African technological innovation revolution, at the same strengthening the future prospects of students.

12 *Total number of employees having attended formal training session. Note: the same employee trained over "n" sessions is counted "n" times.*

03

PROTECTING THE ENVIRONMENT AND RESPONDING TO CLIMATE CHANGE

CSR Policy - area n°2 (Environment): Prevention, optimisation of resources and solutions

Gas and steam combined cycle
for all thermal power plant projects
(455 MW)

25% of CO_{2e} emissions/GWh
produced in five years

ISO 14001 certification
for water, air and soil discharges

A subsidiary dedicated to energy efficiency: **Smart Energy**

A - Enhancing facility performance

Making electricity and water accessible to as many people as possible requires optimised operation and maintenance of production, transport and distribution infrastructure, combined with customer relationship development.

Throughout the last five fiscal years, the Group has demonstrated strong performance in its drinking water and electricity activities as the following indicators show:

- Availability of electricity power plants: 97.16% for CIPREL and 93.55% for CIE[13].
- ✪ Overall productivity of the Côte d'Ivoire national electricity distribution network has increased by 5% between 2017 and 2019 (78.95% to 83.08%), due in particular to enhanced maintenance works and anti-fraud measures implemented by CIE.
- ✪ Internal productivity at drinking water production plants (treated/untreated water) increased to 98.5% for SODECI and 94.2% for SDE.
- ✪ Productivity of the drinking water distribution network (billed water/drinking water produced) increased to 72.1% for SODECI and 76.4% for SDE.
- Telecommunications networks: 1,436 km of fibre optic cables laid by the end of 2019.

In 2019, **the fight against fraud was a priority project**. Whether technical or not, losses cause a shortfall that weighs heavy on results. Levers for action focus on both prevention and crackdown and are managed at all levels, in partnership with the licensing authority. The creation of a CIE and SODECI department dedicated to the fight against fraud demonstrated the highest level of commitment.

FOCUS

The fight against electricity fraud, a priority action focus area

In 2019, CIE organised 9,408 inspection operations in the framework of the fight against fraud. These operations resulted in breaking up several mafia-like networks operating in the outlying areas of Abidjan. Among those arrested by police were 2,260 CIE subscribers, customers who rigged meters, 87 "resellers" having created fraudulent networks with 2,896 customers, receivers of stolen goods who pay between 3,000 and 10,000 CFA Francs per month according to the number of devices and power points they have. Six CIE agents were also arrested.

The CIE approach falls within the framework of the law, however it is not punitive. "Enquiries have been carried out to identify the creators of fraudulent networks and the supply needs of beneficiaries," explains Kouakou Kouassi N'Gonian, Central Director of the fight against fraud at SODECI and CIE, and GS2E Water and Electricity Operation Audit since January 2020. "It's not enough to destroy fraudulent supply networks as they set themselves up again as soon as the destruction operation is over. Extension works must be carried out, supplying households at an accessible cost, in the framework of the Electricity for All programme (PEPT) and force them out along with the claws of the mafia-like networks".

Besides information campaigns in neighbourhoods on the effects of fraud and the existence of criminal penalties, several other levers are used: standardisation of connections with the conversion of old meters into smart meters, night time checks with the police force and securing meters of industrial customers. The latter are not exempt from fraud, albeit on a limited scale, with harmful consequences as significant volumes of energy are involved.

13 *Availability excluding planned maintenance.*

B - Integrating climate change

1 - Context

The climate issue

According to the development path that humanity decides to follow in the coming decades, the worldwide scientific community expects to see a rise in the average global temperature of +2 to +6°C by the end of the century compared to the mid-19th century.

An average increase in the global temperature greater than 1.5 or 2 °C would be a major destabilising factor for society from an ecological, economic and social standpoint.

To reach international targets and limit global warming to under +1.5°C, compared to the pre-industrial age, global greenhouse gas emissions (GHG) must be reduced by 7.6% per year until 2050[14].

Measures taken over the next decade to move towards a low-carbon economy will be critical to avoid uncontrolled climate change.

Global warming increases the occurrence of intense climatic variations (heat waves, fires, hurricanes, landslides, drought, floods, storms, etc.) throughout the world. In 2019, several extreme climatic events attested to this, in particular: over 70 million hectares of burnt land in Australia; 2.5 million hectares of burnt Amazonian forest; a cyclone in Mozambique causing 1,000 deaths and 2 million victims, etc.)[15].

Being aware of the risks and vulnerabilities of climate change and building these elements into our strategy will allow us to better prepare and improve our economic and environmental resilience.

Africa is the least-polluting continent yet the most vulnerable to climate change

Africa's carbon emissions are extremely low compared to those of other continents. Sub-Saharan Africa only represents 2% of CO_2 emissions. At first sight, the issue is therefore extremely relative. At present, a sub-Saharan African emits an average of 0.8 tCO_2 a year.

Africa is the least-polluting continent yet the most vulnerable to climate change

This individual average compares to 6.4 t CO_2/European resident or to 16.5 t CO_2/year of a North American[16]. Nevertheless, the issue of climate change is of great concern to Africa.

Africa's current low emissions levels reflect the continent's weak economic and industrial development. The continent has a unique opportunity to create a different development model, commendable both in terms of carbon emissions and human development, which could make it exemplary in terms of the "1.5 degrees objective".

On the other hand, if the continent targets and reaches the consumption patterns of the most polluting countries, this ends all possibility of limiting global warming to the +1.5 to +2°C scenario. The development model that each country on the continent chooses will significantly influence the level of global emissions.

Perhaps even more important to consider is that sub-Saharan Africa is one of the most vulnerable regions when it comes to

> *"Not only has Africa barely contributed to the current level of carbon emissions, but it is unlikely that it will become a signification source of pollution in the future, whatever happens. Africa is a green land that can and wants to define a new, low-carbon development model...* [...] *This raises an important point, in my opinion. Africa has a lot more to lose than others if no agreement on climate change is reached. Not only because our ecology is more fragile but also because our best years are ahead of us and only the lack of an agreement could kill our future even before it is born."*
>
> Speech given at the Copenhagen summit on 16 December 2009 by **Meles Zenawi**, then Prime Minister of Ethiopia and chief negotiator of the African Union in Copenhagen.

14 *Emissions GAP report 2019, PNUE*
15 *Carbone 4, weather report 2019*
16 *data.worldbank.org*

"Climate change is no longer a distant threat to be faced in a distant future. There is no time to lose, for African countries in particular, as demonstrated earlier this year when cyclones Idai and Kenneth devastated huge parts of Mozambique, Zimbabwe, Malawi, Tanzania and the Comoros Islands. Worldwide efforts to counter this threat still need to be deployed with the necessary urgency required by these natural disasters.

Everyone has a role to play in the race against climate change. I sincerely believe that if we all play our part, we can and we will win the race."

Dr Anthony Nyong, Director of the Bank's Climate Change and Green Growth Department, 7 octobre 2019

climate change. Throughout the continent, the effects of climate change can be seen daily: more storms creating material and human damage, drought impacting crops, etc.

The IPCC[17] has thus stated that Africa is the continent at most risk from the foreseen effects of climate change. The main reasons for this risk are as follows: the economy is dominated by agricultural activity, the continent's complex climatic system, the significant decline in rainfall expected in North and South Africa, the low adaptation capacity due to poverty and weak governance.

According to the UN, the collateral effect of this vulnerability and the deterioration in living standards, will mean that some 50 million people worldwide move[18] due to climate change and could join the flow of migrants who cross borders and oceans looking for a new livelihood. A good number of them will move into overpopulated cities already struggling to provide jobs, housing and basic services.

The African urban population currently stands at 472 million inhabitant and will double over the next twenty-five years, reaching one billion inhabitants in 2040[19]. From 2025, African cities will accommodate 187 million extra inhabitants, equivalent to the current population of Nigeria.

Nevertheless, as the UN states, Africa is a green continent with 17% of the world's forests and 25% of its tropical forests which contribute to purifying the air from pollutant emissions over thousands of kilometres. Moreover, the forests are home to an extraordinary range of flora and fauna, 1.5 million different species according to estimates, which sustain millions of people.

Africa's vulnerability to climate change, despite its more limited role in CO2 emissions globally, is a concerned that has been voiced by the continent's leaders for over 10 years.

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The climate opportunity for the African continent

In Europe and the United States, industrial chains have been designed with no awareness of energy limitations, households have bought energy intensive equipment and housing is designed without any built-in energy efficiency. Generally speaking, society is organised around infinitely available, low-cost carbon energy.

Africa is currently experiencing economic and population growth, therefore it has the possibility to grow under another model, less energy intensive and more focussed on human development, awareness of the planet's finite resources and the increased need to turn to renewable resources.

Creativity will be key for the continent to build a sustainable model, creativity that uses innovation for efficiency gains.

"In Africa, we are told that the region will be disproportionately affected as it produces very little greenhouse gas and will suffer a huge negative impact... There is no doubt that climate change will exacerbate the situation, however we are putting ourselves in a position of great vulnerability by continuing to neglect our environment..."

"... It is therefore of the highest importance that Africa prepares itself and implements the necessary measures. The responsibility of saving Africa for Africa will certainly fall to African leaders and their citizens."

Speech by **Wangari Maathai**, leader of the Kenya Green Belt Movement and winner of the 2004 Nobel Peace Prize, at the African Development Bank in Tunis (Tunisia) on 27 October 2009.

17 « "IPCC - the regional impacts of climate change: an assessment of vulnerability, chapter 2: Africa"
18 UN, July 2007, Africa Renewal
19 World Bank

2 - Eranove Group actions to combat climate change

A responsible pan-African actor, the Eranove Group is committed to fighting climate change in its mission

The mission of the Eranove Group is to make essential life services accessible to as many people as possible in Africa. In particular, the Eranove Group aims to grow production capacities and customer access to water, electricity, training and the internet.

The Eranove Group will not compromise on these development objectives that are essential to improving living standards in Africa, in a long-term sustainable manner, nor on its commitment to moving towards a "low-carbon" world and preparing for climate change.

This means that the Group has to optimise the use of limited resources while maximising their impact on development (that means increasing the availability of public services at a price compatible with household budgets) and protecting itself from the impacts of climate change.

To this end, the Group's approach is focussed on efficiency and innovation. At Eranove, the climate challenge is seen as a source of opportunities and unifying projects, allowing the Group to continue its development of a low-carbon, resilient and value-creating model.

Ayamé dam **© CIE**

Reducing greenhouse gases requires a range of levers as the stated objectives cannot be achieved with any one sole action. The identification and implementation of these levers comes from the combination of the creative spirit of consumers and entrepreneurial youth, with pan-African industrialists committed to climate and development acting as a catalyst.

A few examples of actions

Aware of the climate challenge, the Eranove Group is putting actions in place across its entire value chain that each have a measurable positive impact of the Group's carbon footprint.

This quest for efficiency, **has led to a reduction of 11% in 2 years in the Group's carbon emissions per kWh produced.**

Electricity value chain

To increase electricity production, and therefore energy availability, the Eranove Group develops 2 main types of power plant with controlled carbon impact:

- **Hydroelectricity:** plentiful enough to reduce the production deficit, it is also a competitive energy source. Eranove Group operates hydroelectric power plants with a capacity of 600 MW and is developing hydroelectric projects in Gabon, Mali, Madagascar and Côte d'Ivoire.

- **Gas-steam combined cycles:** CIPREL, subsidiary of the Eranove Group, has brought a combined cycle steam turbine (CCG) into service to improve its efficiency and carbon impact. The Eranove Group is developing other gas-steam combined cycle power plants in Côte d'Ivoire and Togo. The CIPREL combined cycle process 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 tonnes of CO_2 per year.

The Eranove Group is implementing several measures **in the design and build phases of power plants:**

- **from the initial design phase** of electrical energy **production plants**, an energy efficiency element is built in and **encourages electricity supply from solar-powered equipment;**
- hydroelectric power plant projects are sized to ensure their resilience to climate change (extreme events and changes to water regimes).
- built-in mitigation measures during the build phases (avoid fermentation by clearing green sections of the area concerned in the reservoir before water is added, encouraging gas emission for example).
- research the sale of generated carbon credits on the regulatory or voluntary market.

Atmospheric pollutants, nitrogen oxides (NOx) and sulphur oxides (SOx) are monitored during thermal electricity production. CIE and CIPREL carry out annual and quarterly studies respectively on greenhouse gas emissions (GHG) and atmospheric pollutants with the company VERITAS (NOx, SOx and CO2 monitoring). This monitoring verifies the compliance of emissions compared to the limits set by prefectural orders, and also, as is the case for CIPREL, to international donor standards.

- In 2017, the CIPREL gas turbines were equipped with Dry Low NOx (DLN) systems which lowers maximum temperatures at the heart of the fire during combustion, therefore reducing NOx emissions. The installation of these systems required a two-month shutdown of each turbine and now ensures compliance with international standards in all configurations of gas operation.
- From the outset, the new power plants (Atinkou and Kekeli) will be equipped with low-emission technology and emissions measuring systems in air flow.

437 tCO_{2e}/ GWh

product in 2019, a fall of 11% compared to 2017

To improve efficiency in electricity transmission and distribution, actions taken by CI-Energies aim to invest in the correct sizing of power networks to contribute to reducing technical losses.

Changes in power network losses:

Transmission efficiency:

95.2% in 2019

(94% in 2018 - 92.3% in 2017)

Overall efficiency of the Ivorian electricity system reached

83.1% in 2019

(80.3% in 2018 - 78.9% in 2017)

With regards to support for the electricity value chain, the Eranove Group, through CIE and Smart Energy, is working on several levers for end-user domestic consumers and businesses:

- in its branches, CIE offers products to control their consumption.
- for several years, CIE has continued to run information campaigns in the media with short films and leaflets aimed at explaining eco-gestures to consumers;
- Sales packages: by rolling out the "prepaid" package which helps customers to better control their electricity consumption and by providing low-consumption bulb in the "Electricity for All" program.
- For businesses, the mission of "Smart Energy", a CIE and Eranove Group subsidiary created in early 2017, is to support businesses in reaching the highest possible levels of energy performance with a personalised approach meeting the specific needs of each client.

To this end, Smart Energy has developed expertise in three fields of action: energy performance to make substantial savings on energy consumption; energy from renewable sources proposing adapted technical solutions; power-

saving equipment sales. The Smart Energy initiative follows the IPVMP protocol (on measures) and complies with the NF EN 16247 standard (energy audits).

627 tCO2e

avoided thanks to energy audits carried out by Smart Energy in 2019

Water value chain

Even though GHGs linked to water production, transport and distribution are considerably less than those from electricity, the sector remains a significant electricity consumer: in 2019, SODECI and SDE featured among the top national consumers of electricity.

Aware of their duty to reduce their own carbon footprint, SODECI and SDE are taking action across the value chain.

Upstream in the value chain, drinking water production and transportation involves substantial electricity consumption. To reduce its carbon footprint, SODECI, subsidiary of the Eranove Group carried out energy audits and put actions in place aimed at optimising electricity consumption.

The projects under way aim to purchase and use high performance energy equipment for drinking water production, to automate plants and to monitor and supervise key parameters to optimise pump operating points.

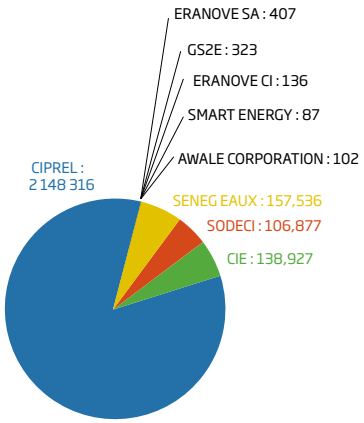
Through its other activities, SODECI is also implementing several actions to reduce its footprint: SODECI has installed power-saving equipment at its head office in July 2019; SODECI encourages the use of mobile payment so customers can settle their bill without making a trip.

1.19 kWh

consumed electricity / m³ of water distributed

In 2019, 84% of the ERANOVE Group's GHG emissions came from CIPREL. This dominant contribution from CIPREL is linked to its activity: CIPREL is the main electricity producer in Côte d'Ivoire and produces 62% of the Eranove Group's electricity.

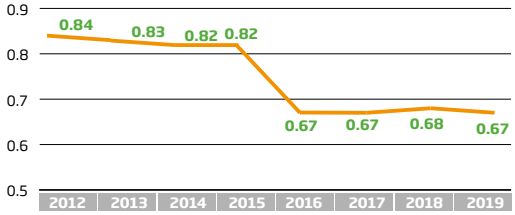
Distribution of GHG emissions by entity 2019 (tCO_{2e})



To reduce its emissions, the ERANOVE Group is driving two-fold actions on electricity production: these two actions combined have reduced Eranove's emissions by kWh produced to 0.44 kg CO2e/kWh compared to 0.59 in 2014, a reduction of 25% in 4 years.

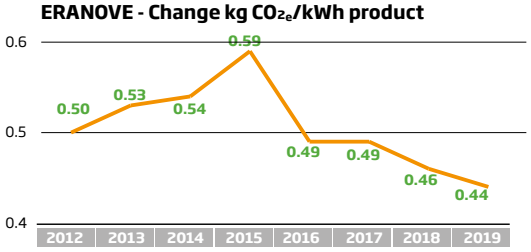
- Reduce each plant's emissions using technological innovation. This is how CIPREL has reduced its emissions per kWh by 20% since 2012, due in particular to the transition to steam combined cycle.

CIPREL - Change in kg CO_{2e}/kWh product



- Increase the amount of energy produced without using fossil fuels, to the extent each country's energy mix and energy source options allow.

ERANOVE - Change kg CO_{2e}/kWh product



3 - Encouraging sustainable consumption amongst customers

The Eranove Group is also taking action to the end of **its electricity value chain with its customers:**

The creation of the CIE e-branch and the promotion of electronic mobile payment reduce the trips made by customers to branch.

The Centre des Métiers de l'Électricité conducts several training sessions on energy efficiency and renewable energy. These training sessions, carried out at pilot installations in Bingerville in module form that can be taken alone or as part of a certified course, provide the necessary knowledge for the role of advisor/energy auditor and to carry out thermal studies of industrial buildings and installations. In particular, the training covers how to master the different measurement and calculation methods, knowing how to set up an energy diagnosis/audit from what already exists and to propose a planned thermal assessment following selection of improvements, materials and works to carry out. The proposal is presented under 2 professional licences: "sustainable development option energy efficiency, renewable energy and home automation" and "energy manager" and continued training.

83.39%

of invoices were paid to CIE by mobile in 2019 (81.56% in 2018)

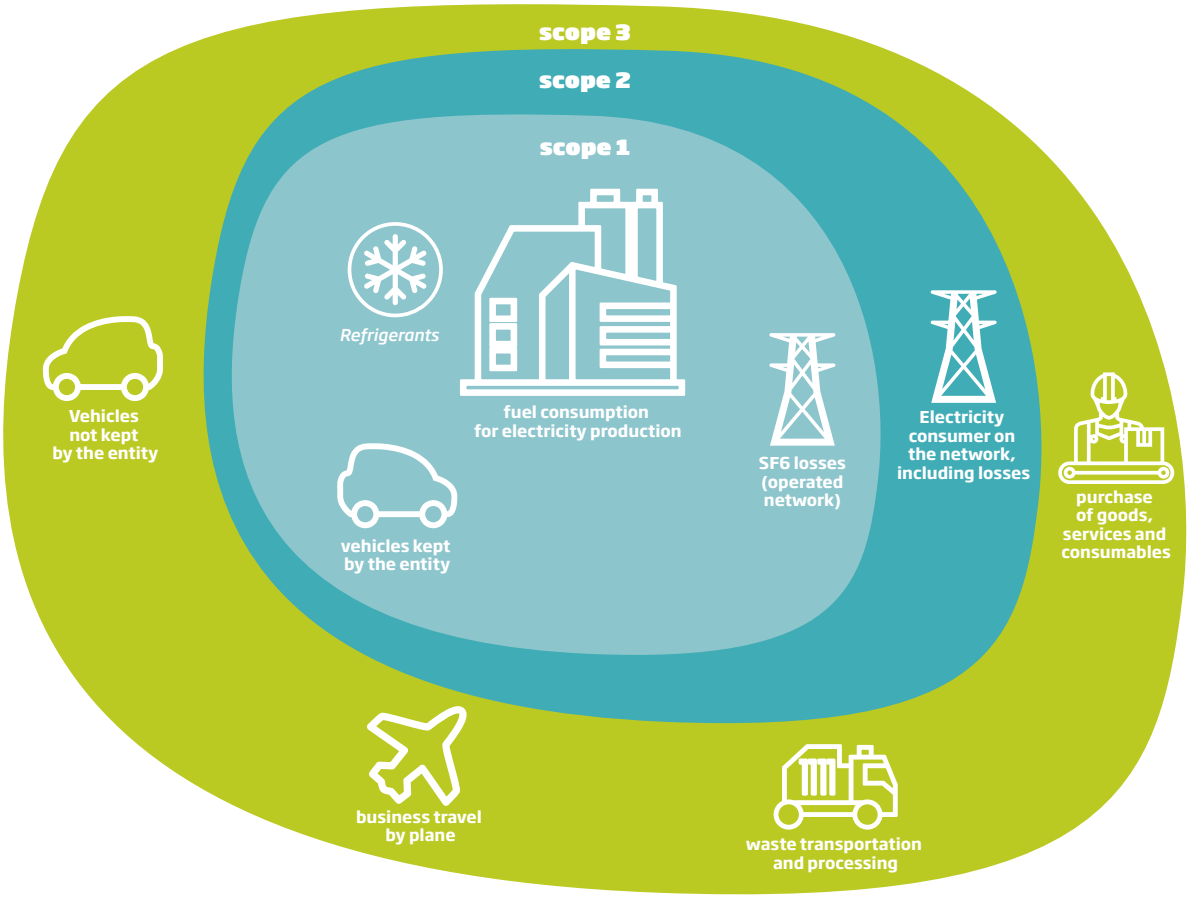
28%

of customer requests came through the e-branch in 2019

training in Energy Efficiency:

59,040

training hours delivered across 106 students in 2019 at CME



4 - Eranove Group's carbon footprint

Since 2012, the Eranove Group has monitored significant greenhouse gas emissions related to the production and distribution of electricity and drinking water. To make it an actual management tool, the scope of this monitoring was further extended in 2018 (to sanitation activities and business travel by plane) and above all, refined by business line. The effectiveness of each of the levers can now be followed through a network of reactive indicators.

In 2019, **the Eranove Group decided to take stock of its GHG situation**, in others words **to assess the amount of greenhouse gas released** into the atmosphere **during a year of operations**. This assessment **quantifies emission stations based on the following scope:**

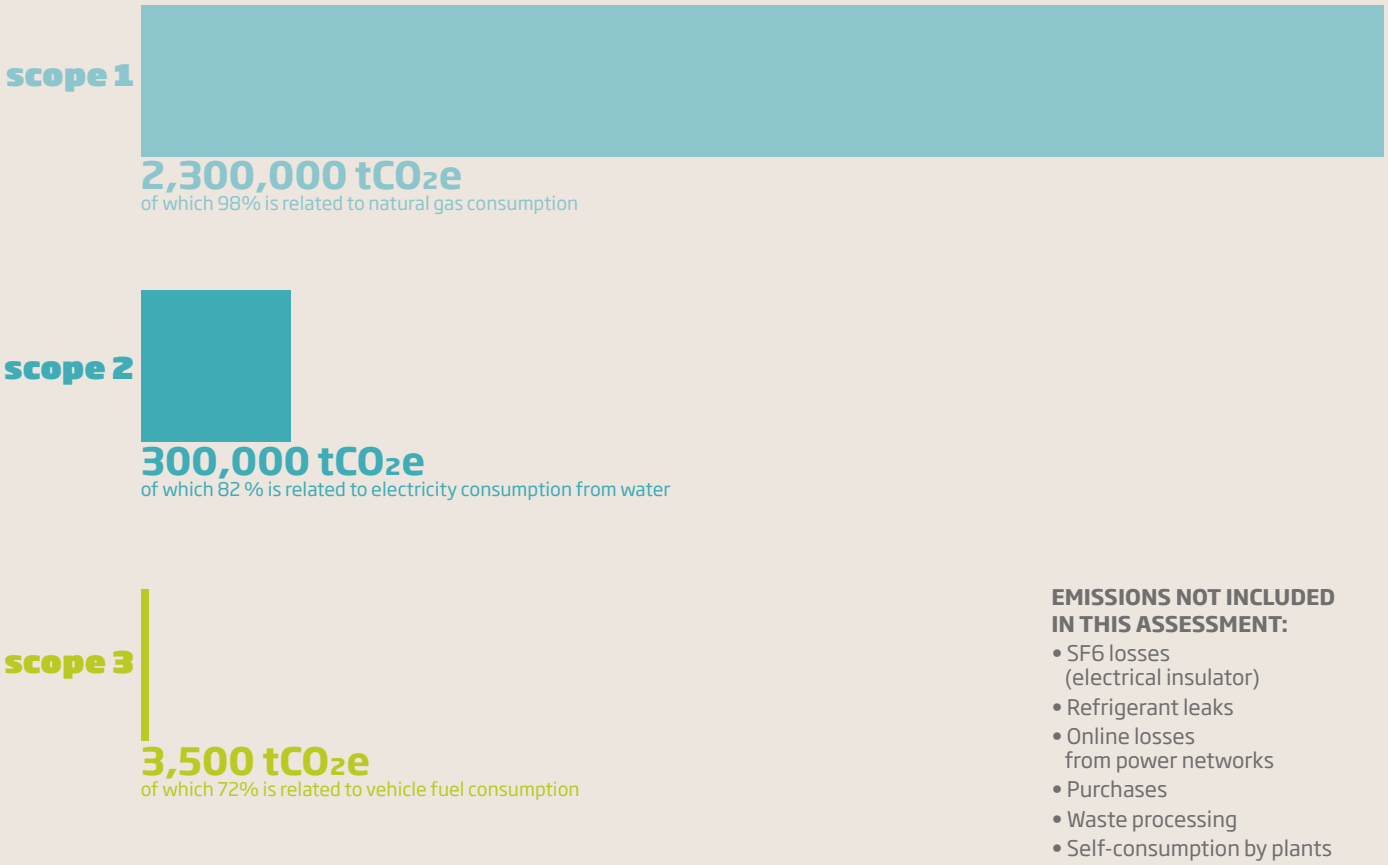
- Direct GHG emissions or SCOPE 1
- Indirect energy emissions SCOPE 2
- Other indirect emissions or SCOPE 3

By using internationally recognised methodologies (ADEME carbon footprint association and GHG assessment), the Group took a participatory approach to establish a schedule of actions by scope, including identifying measures taken and planned and setting reduction targets.

This current initiative commits to short, medium and long-term targets and reduced emissions, and to list all committed actions with their measured impact.

The action plan following on from these objectives will be compiled in the framework of creating shared values, whether for employees, customers, suppliers or shareholders. The implementation will therefore be positive and inclusive. The levers sought will combine efficiency and innovation to reconcile the continent's development objectives and low-carbon in a model that is resilient and provides value.

Results of the Eranove Group GHG assessment



EMISSIONS NOT INCLUDED IN THIS ASSESSMENT:

- SF6 losses (electrical insulator)
- Refrigerant leaks
- Online losses from power networks
- Purchases
- Waste processing
- Self-consumption by plants

C - Controlling raw material consumption and discharges

1 - Controlling raw material consumption

Preserving resources is especially important, whether in relation to production or distribution activities. This mostly consists of natural gas and back-up fuel that the Group turns into electricity (discussed under point 3B), as well as raw water that it converts into drinking water and electricity.

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

Oil consumption:
down
-29%
reported per GWh of electricity generated compared with 2018, a saving of 22,075 litres

This policy of rationalisation extends even into the company restaurants in the plants, dams and training centres. Whether food services are subcontracted or not, food waste is avoided by adapting purchases to orders and forecasts, just-in-time preparation and the use of vacuum and cold storage. If there are leftovers, they are distributed to employees or local residents.

FOCUS

GS2E tracks its printing and consumption of its vehicles

As it did in 2018, GS2E has continued if monitoring policy of the consumption of its fleet of 29 vehicles, thanks to their geolocation and by raising awareness among heads of department, employees and drivers. In 2019, total savings of 5,370 litres of fuel were made on total consumption of nearly 32,000 litres. Precise figures are sent monthly to heads of department and drivers received training that provides them with information of safety and fuel saving, amongst other things.

The same optimisation policy prevails when it comes to printing by GS2E copiers, to limit ink and paper consumption by GIE's 300 or so employees. Notably, staff receive reminders of eco-gestures every time they log in to their computer. Each copier is fitted with software that provides details of use by employee. Monthly reporting on consumption levels is discussed in meetings of heads of department and with those responsible for the process which means any possible inconsistencies are foreseen or corrected. Savings made count for 25% of the volume of used paper, from 3,663 down to 2,691 kg between 2018 and 2019 - well beyond the initial target set at 5%.

Gas turbine plants, Abidjan-Vridi © CIE

2 - Controlling waste

Controlling the Group's environmental impacts has resulted in the deployment of a common approach for all its companies based on environmental management systems.

In addition to controlling the reduction in polluting atmospheric gas and greenhouse gas, discussed under point 3B, these systems include the managed of generated waste, noise pollution, effluents in the drinking water and sanitation sector, and the monitoring of atmospheric emissions. Each ISO 14001 certified entity maintains an environmental management plan, which ensures that its impacts are monitored and the process is continually improved.

ISO 14001 certification scope:

78%
drinking water production,

100%
of electricity production and transmission

Some 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 electricity production and some drinking water treatment plants. 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 cooperation with the leasing authorities.

When authorisation orders are issued, their requirements are included in the environmental management plans for the site.

Reducing noise pollution

Located in the industrial area of Vridi, the CIE and CIPREL thermal power plants are located away 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 in the neighbourhood 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 and is regularly re-evaluated. A recent CIE analysis, for example, noted a changed in surface water sensitivity in Kossou and Taabo, taking into account the proximity of the expansion of residential areas. Similarly, the sensitivity of soils, subsoils and groundwater was reviewed in Vridi due to the shallow water table. 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.

Optimising waste management

Eranove strives to optimise waste management among its efforts to promote a "circular economy" accounting for increased efficiency. It aims to promote eco-friendly actions, improve the internal efficiency of the resources consumed, commit to a responsible purchasing process, encourage and promote processing of waste, re-use and recycling of waste produced through local channels, and secure storage of industrial waste in countries where there is no adequate processing solution.

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 for recycling. When a new traceable and compliant recycling or returns channel through suppliers is identified, it is referenced in "waste channels files" and shared with all subsidiaries. Such was the case in 2019 in Côte d'Ivoire for example, for Waste Electrical and Electronic

20 1604 - Afnor CSR Energy Performance Assessment - Overview of the environmental situation.

Equipment (WEEE) and used batteries. These initiatives are thus helping to promote value creation and the emergence of innovative channels.

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 the regulations is reflected in each production unit by a waste tracking register. In Côte d'Ivoire, this process is supervised by the Ivorian Anti-Pollution Centre (CIAPOL), which issues a certificate guaranteeing the elimination of the product. In Senegal, some hazardous waste is controlled by the National Environment Agency.

To encourage collective awareness, all Group companies monitor the waste produced by tertiary activities (reams of paper, printer cartridges, etc.). In 2017, paper monitoring for bill publishing was introduced. These indicators will soon reflect the digitisation efforts, such as the "e-payslip" introduced in June 2017 at CIE.

Waste produced in Ivorian industrial sites in 2019

Common waste

270 tonnes

Special waste

150 solid tonnes

96 200 m³ liquid

Since 2019, quantities of non-hazardous and hazardous waste produced by Ivorian operating sites are included in CSR reporting.

Monitoring the quality of effluents from drinking water plants

Water treatment plants discharge liquid effluents and solid sludges daily 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), aluminium, 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 14001 environmental plans. The companies in the Eranove Group analyse challenges with respective regulatory authorities and propose the solutions most appropriate for the situation, including compliance investment programmes.

Drinking water production unit **© SODECI**

FOCUS

Recycling process water at CIPREL

The Ivorian Electricity Production Company (CIPREL), whose fourth section of its thermal power plant "CIPREL IV" is made up of a combined gas and steam cycle, saved around 6,500 m³ of water in 2019, equal to 4% of annual consumption. The objective is to target a saving of 10 % in the coming year by continuing to recycle process water. In practical terms, what is the combined cycle? Opened in 2016, two recovery boilers convert the heat recovered from exhaust gases of two gas turbines into steam, which then in turn feeds a 120 MW steam turbine.

With its daily consumption of 450 m³ of demineralised water to produce steam, the CIPREL combined cycle has a water-steam purge mechanism on its circuit. The volume of these purges can reach 7,200 m³ per month and is emptied into neutralisation basins for processing by chemical parameters before external discharge. Two years of analysis has demonstrated that the quality of the purged processed water is finally near enough to that of city network water and used for production of demineralised water for the combined cycle. Since March 2019, purged water from neutralisation basins is now pumped back into the demineralised water production process, helping to reduce water consumption..

D - Developing production capacity in a sustainable manner

Projects in progress

Country	Project name	Project type		Capacity
Côte d'Ivoire	ATINKOU	Combined cycle thermal power plant		390 MW
	CAVALLY	Hydroelectric development		TBD
Mali	KENIE RENEWABLE ENERGY	Hydroelectric power plant		56 MW
Togo	KEKELI EFFFICIENT POWER	Combined cycle thermal power plant		65 MW
Gabon	ASOKH ENERGY	Hydroelectric power plant		73 MW
	LOUETSI ENERGY	Hydroelectric power plant		15 MW
	ORELO	Drinking water production plant		140,000 m³/day
Madagascar	SAHOFIKA - NEHO	Hydroelectric power plant		192 MW
		POWER PRODUCTION		791 MW[21]
		of which Combined cycle thermal power plant	58 %	455 MW[21]
		of which Hydroelectric	42 %	336 MW
		DRINKING WATER PRODUCTION		140,000 m³/day

In 2019, the Eranove Group pursued its strategy of pan-African development in a responsible manner, in compliance with local regulations and the most demanding international standards for environmental and social management and stakeholder engagement.

With 1,247 megawatts (MW) of production capacity operated, over 800MW in development and 491 million m³ of drinking water produced, the Group confirms its position as a leading partner on a continental scale with subsidiaries in Côte d'Ivoire, Senegal, Mali, Gabon, Togo and Madagascar.

Two new concession agreements were signed in 2018 in Togo and Côte d'Ivoire, while appraisal continues for other projects in Mali, Gabon (hydroelectric and drinking water), Côte d'Ivoire and Madagascar.

• **In Togo, the Kékéli Efficient Power plant** represents a major breakthrough for the Group in terms of geographic expansion and technological partnership. A concession agreement was signed in October 2018 with the Government of the Togolese Republic, and construction began with the first bricks laid in June 2019, with financing signed in November 2019. The Kékéli project ("aurora" in the Mina language) is focussed on the commissioning and operation of a gas plant that uses combined cycle technology. The generating capacity of 65 MW corresponds to 30 % of the country's own energy capacity. The facility, situated in the Lomé port area, will produce more power than an open cycle plant without additional gas consumption and will limit CO_2 emissions into the atmosphere.

21 Minimum total power

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Funding completed for the Kékéli power plant in Togo

The pan-African industrial group Eranove signed on 20 November 2019 in Lomé, the financing agreements related to the Kékéli power plant project, located in the Lomé port area. Financing of 65.4 billion CFA Francs was raised through brokers Oragroup and BOAD through exclusively African institutional and business lenders: BOAD, AFC, Orabank Togo, BIA Togo, NSIA Benin and Banque Atlantique Togo; GuarantCo acts as guarantor.

The Kékéli project (which means "aurora" in the Mina language), was launched followed competitive dialogue in January 2018, includes participation from Siemens who will supply turbines, technology and maintenance services for the power plant. Construction will be carried out by the Spanish group Grupo TSK (EPC). The Eranove Group will undertake the development followed by the operation and maintenance of this plant which longer term will be operated and managed by the Togolese. This exclusive African financing, the majority local, raised by BOAD and Oragroup from BOAD, AFC Orabank Togo, BIA Togo, NSIA Benin and Banque Atlantique Togo, will also boost the growing regional financial market.

Generating 65 MW of power, the Kékéli thermal power plant will provide additional electricity for the equivalent of over 250.000 Togolese households. Using combined cycle technology (steam production) will produce more electricity without additional gas consumption and will limit CO_2 emissions.

• In Côte d'Ivoire, the Atinkou combined cycle thermal power plant project ("house of light" in the Ebrié language) was created in December 2018 through the signing of a concession agreement with the Government of Côte d'Ivoire. Located in Jacqueville, near Abidjan, this plant with a capacity of 390 MW will introduce the most recent and efficient combined cycle technology implemented in sub-Saharan Africa through an "F-class" turbine. With the CIPREL and Atinkou plants, the pan-African industrial group Eranove confirms its position as energy leader in Côte d'Ivoire, WAEMU's largest market, with nearly 1 GW of IPP (independent power producer) production capacity, meaning independently funded and owned. The total capacity operated by the Eranove Group in Côte d'Ivoire will therefore increase to 1,640 MW, including the six hydroelectric power plants and the State-owned thermal power plant operated by CIE.

FOCUS

CIPREL wins the "Best Energy Project" award at the African Investments Forum & Awards (AIFA)

The Ivorian electricity production company (CIPREL) won the award for best project in the energy sector at the 2019 edition of the AIFA in Paris. This prestigious gathering of 500 public and private decision-makers, organised by Leaders League, presents annual awards in different activity sectors - energy, mines, infrastructure and town planning, mergers and acquisitions, growth strategies and real estate.

CIPREL IV was the major gas-steam combined cycle project rewarded. This technology reduces gas consumption and therefore CO_2 emissions into the atmosphere. "This award confirms the relevance of our development strategy and reflects the work carried out by our team," stated Bernard Kouassi N'Guessan, Chairman of the CIPREL Board, in Paris. "We are proud and happy that CIPREL today represents an efficient electricity production model in West Africa and the entire continent".

CIPREL, created in 1994 from a public-private partnership (PPP) between the Government of Côte d'Ivoire and the Eranove Group (majority shareholder with 83.3%), has established itself as the Ivorian leader in electricity production. Its thermal power plant, with a capacity of 556 MW, runs on domestic natural gas (extracted locally) from Côte d'Ivoire, used as turbine fuel. The company operates through a concession agreement that runs until 2035 with Côte d'Ivoire, testament to the trust on which this historic partnership is based..

Five hydroelectric power plant projects (renewable energy) are being appraised in Mali, Gabon, Madagascar and Côte d'Ivoire.

- Since 2015, Kenié Énergie Renouvelable, the Eranove Group's subsidiary in **Mali**, has been continuing the development of the 56 MW hydroelectric plant (against 42 MW previously, thanks to optimisations) located on the Kenié Falls, 35 km downstream from Bamako on the Niger river.

- In **Gabon**, two hydroelectric power plant projects in Ngoulmendjim (73 MW) and Dibwangui (15 MW) reached a new milestone with separate invitations to tender for construction of the two facilities, following the concession agreements signed in 2016. The plants, which will be run by two companies launched in 2018, Asokh Energy and Louetsi Energy, will supply the capital Libreville and the south-west of the country respectively. The Eranove Group is also developing a project for a drinking water treatment and conveyancing plant in Libreville with a capacity of 140,000 m^3 per day, as well as catchment infrastructure and associated transportation.

- In **Madagascar**, the consortium formed by the Eranove Group, Eiffage and Themis signed an agreement in 2016 for the construction and operation of a 192 MW hydroelectric power plant. Located in Sahofika (Ného project), 100 km from Antananarivo, it will produce more than 1,500 GWh per year. Project studies were ongoing in 2019.

- In **Côte d'Ivoire**, the Eranove Group has signed a memorandum of understanding with the Ivorian Government for the design, financing, construction and operation of hydroelectric facilities with a total capacity of around 200 MW on the Cavally river, with a view to signing a BOOT-type construction/operation contract (Build Own Operate Transfer).

Power production by the Eranove Group is based on technological expertise, a quest for efficiency and the priority of sustainable energy. Through CIE, Eranove has operated six hydroelectric power plants since 1990. Africa's hydroelectric potential (estimated at 300 GW) represents a promising source of energy. It combines respect for the environment, low carbon impact and a competitive nature of the cost of electricity production. Excellence in the maintenance and operation of these sites places Eranove at the forefront of performance.

Moreover, the Group has recognized expertise and experience of combined cycle technology. This technology uses the heat generated during production to produce energy, allowing for more efficient use of gas and further reducing carbon emissions.

Intelligent systems maximise the efficiency of the Group's facilities, through automations and programming of production equipment. The goal is two-fold: increase the life of the structures and produce more megawatts with the same volume of water or gas.

All Eranove's projects include detailed social and environmental impact assessments (ESIA). These studies are part of the ongoing search for an optimal balance between the impact on local residents, fauna, flora and the efficiency of the structure. Technicians, financiers, environmentalists and sociologists work together during this phase to maximise the positive impact of projects on local residents in terms of jobs (priority access to direct jobs, strengthening supply of local subcontractors), improvement of school, health and environmental infrastructure (participation in scientific programmes increasing knowledge of biodiversity, reducing GHG emission, etc.). At the end of months, even years, of studies, combined impact studies and management plans to "avoid, reduce and offset" impacts are submitted to the national authorities for validation, and also to international donors, according to a participative process with all stakeholders.

Once validated, these management plans act as roadmaps that Eranove commits to follow throughout the construction and operation phases of its plants. These commitments are checked regularly by local authorities and financial partners.

Moreover, each operating company implements the Group's CSR - QSE policy and is subject to certification and assessment of its management systems according to ISO Quality, Safety, Environment and CSR.

FOCUS

Sustainability assessment of hydroelectric projects in Gabon: a first in the French-speaking world

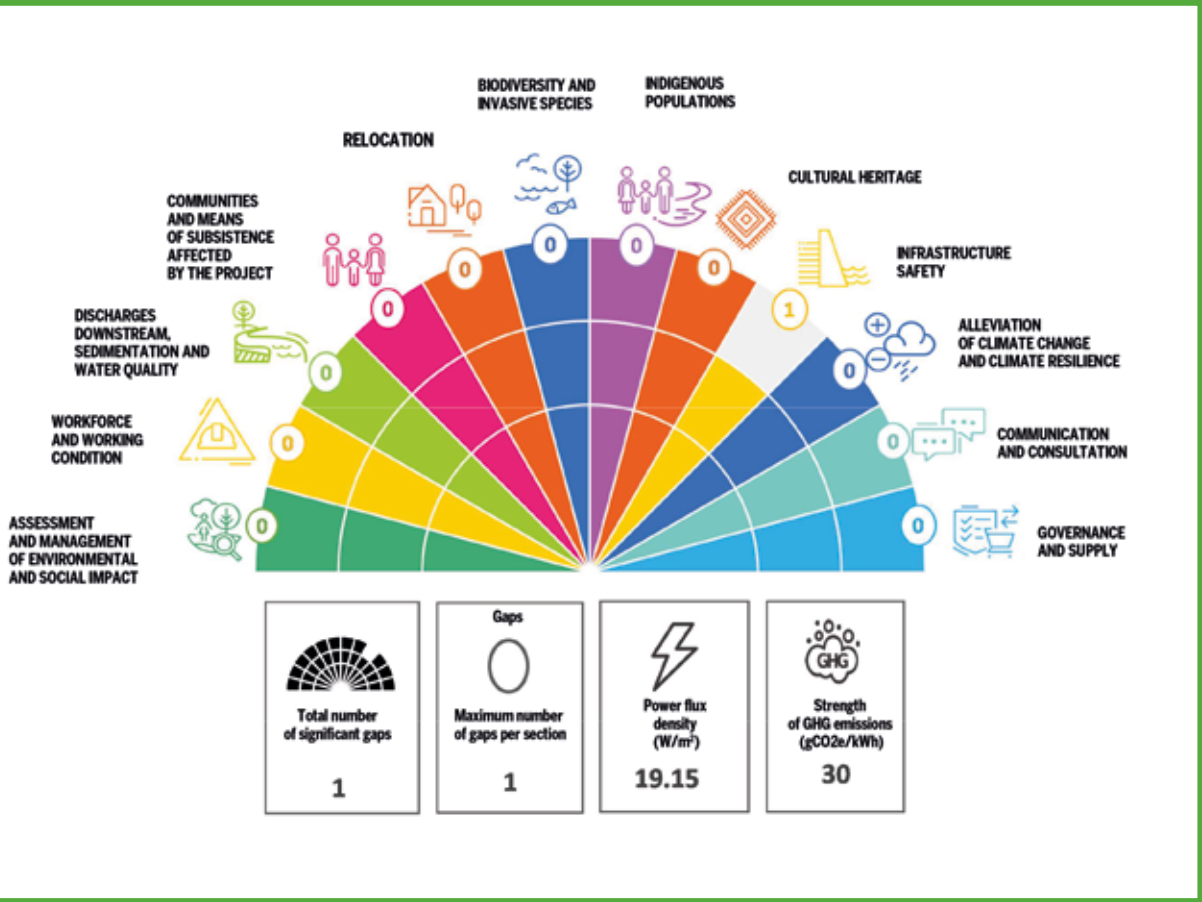
The hydroelectric power plant project in Dibwangui, Gabon, is the first in the French-speaking world to have been assessed according to the International Hydroelectricity Association (IHA) Hydropower Sustainability ESG Gap Analysis (HESG) tool. The assessment took place between September and October 2019 and concluded with the publication of an official assessment report on the IHA website.

The use of the HESG tool is an approach developed in consultation with the major stakeholders in the hydroelectric sector representing industry, finance, civil society and the public authorities, and is governed by a multi-stakeholder board. They provide a common language between stakeholders to resolve issues related to sustainability.

Adapted to each project rollout phase, it compares the project to best practices within the sector according to 12 areas related to the sustainability of a hydroelectric power plant, from governance to social environment, from biodiversity to cultural heritage. It is an internationally-recognised, independent sectorial assessment, to ensure compliance with all sustainability criteria and if needed, to take the necessary measures for improvement.

The initiative was launched on the two hydroelectric facilities projects underway in Gabon. For the 15MW Dibwangui project on the Louetsi River, the IHA-authorised independent assessor has finished their assessment and submitted the report which will be validated after public consultation. The assessment evaluated gaps across the 12 areas in comparison with sector best practices. The Dibwangui assessment revealed one shortcoming in infrastructure security the lack of an external study on the risk of dam failure. The structure, with its reduced threshold, will operate as a lock to favour production during peak hours. Dibwangui is working to close out the deficiency by commissioning an externally-conducted rupture study.

Moreover, the project also accounts for best practice with regards to its communications and consultation with stakeholders and communities affected by the project. These engagements emanate from the Eranove Group's hydroelectric sector expertise and commitment to, on the one hand, optimal electricity production to the benefit of communities and economic development and, on the other hand, sustainability and alleviation of environment and social impact.



Kossou dam © CIE

04

PROVIDING ACCESS TO ESSENTIAL SERVICES AND CONTRIBUTING TO LOCAL DEVELOPMENT

CSR Policy - area n°3 (Society):
Access to essential services and community development

2.5 million customers
receiving electricity

2 million customers
receiving drinking water

584,000 customers
benefitting from
sanitation services

202,991 new connections
under conditions suitable
to people on low incomes

A - Public-private partnerships

1 - Developing balanced public-private partnerships

The Eranove Group operates in Africa via its subsidiaries or service agreement contracts, in partnership with public authorities. Compagnie ivoirienne d'électricité (CIE - Electricity Company of Côte d'Ivoire), Société de distribution d'eau de la Côte d'Ivoire (SODECI - Water distribution company of Côte d'Ivoire) and Sénégalaise des eaux (SDE - Senegalese water company) are public service management companies.

CIE, 54% owned by Eranove, is a private operator which has been linked to the Côte d'Ivoire government by a concession agreement since 1990. Compagnie ivoirienne de production d'électricité (CIPREL - Electricity production company of Côte d'Ivoire), 83% owned by Eranove, operates a thermal power plant, and has a concession agreement in place until 2035. SODECI, in which Eranove holds 46% of the shares, has entered into leasing contracts, as has SDE, which is 58% owned by Eranove. SDE operated and managed the urban drinking water public service in Senegal since 1996 until 31 December 2019. The success of this PPP is illustrated by the fact that the Millennium Development Goal (MDG) for access to water in Senegal was reached, and by the "Water utility of the year" award in 2018. In September 2016, the city of Dakar was also awarded 1st prize by the World Bank for the efficiency of its water network management.

Projects exclusively developed by the Eranove Group also involve partnerships with the governments of Gabon, Togo, Mali, Côte d'Ivoire and Madagascar. Project agreements and concession agreements have been signed with the authorities of these countries, with a view to building electric power plants or drinking water processing plants.

Since the launch of the "Electricity for All" programme (PEPT), in collaboration with the Ministry of Energy, CIE has made over 768,000 power connections house by house at moderate prices.

The context of the Eranove Group's operations is marked by population growth, the desire to offer alternatives to rural-urban migration, the need to expand and modernise infrastructure, and the weight of the informal economy. The incomes of a vast majority of people, in both rural and urban areas, are still insecure and seasonal.

The "Water for All" programme was included in the Ministry of Economic Infrastructure's 2017-2020 Priority Action Plan in August 2017.

In sub-Saharan Africa, about 588 million people, or one in two Africans, still do not have access to electricity[22], with a highly variable situation between different countries, as well as between urban and rural zones. In addition, 320 million Africans (35% of the population) live without access to drinking water[23]. This is the gap the private sector is expected to fill, as part of the Sustainable Development Goals (SDGs), alongside governments and international donors.

The Eranove Group is therefore committed to working with national governments to meet the needs of future generations and find public policy solutions with several initiatives, such as:

- Lower rates or "social tariffs": the government subsidises these tariffs, providing access to basic services to the most disadvantaged. In Senegal and Côte d'Ivoire, the Eranove Group companies apply these tariffs set by the government.
- Subsidised connections: State-approved and donor-funded, these connections are subsidised for low-income families. They represent a way to reduce the costs of access to drinking water and electricity. They are being implemented by several Eranove subsidiaries through requests for bids or CSR partnerships. This is the case in particular with SDE, which supports SONES

22 *IEA 2017 World Energy Outlook.*
23 *WHO/UNICEF.*

in Senegal by implementing water access programmes for disadvantaged populations. Between 2013 and 2019, 65,019 subsidised connections to the grid were made by the extending the network by 311,329 metres.

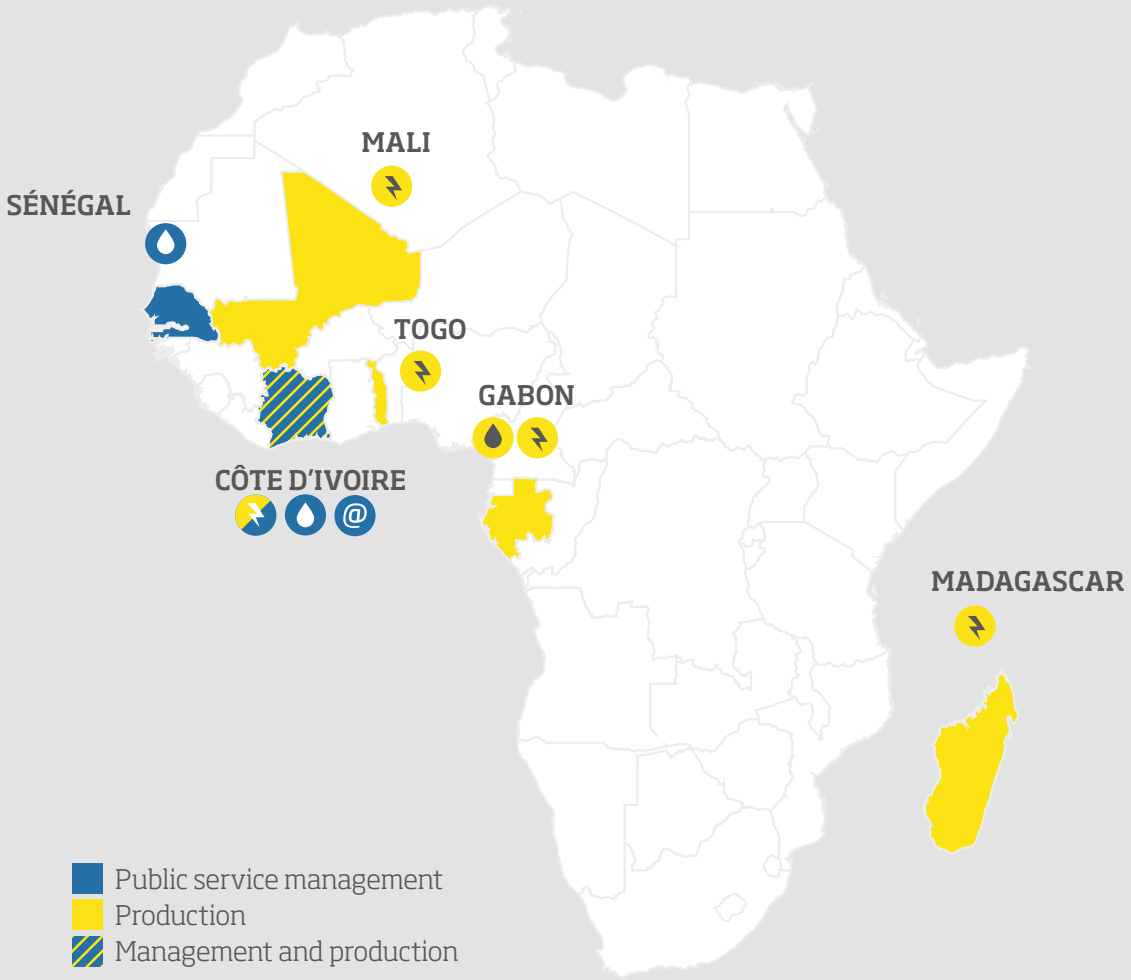
- Innovative solutions deployed by the Eranove Group facilitate access for as many people as possible to water, electricity and the internet. The "Water for All" and "Electricity for All" programmes were launched in 2017 and 2014 respectively in Côte d'Ivoire.

In addition, the Eranove Group is studying independent network electricity and water distribution projects (mini-grids and off-grid) in several countries to extend access to electricity and water in areas not covered by the network.

Access to information and the internet is also an essential life service. Awale, an Eranove Group subsidiary, has deployed 1,436 km of fibre optic cables as of the end of 2019. Awale is the only telecom operator in Côte d'Ivoire authorised to install fibre optic cables on aerial electrical supports (poles, pylons). Its offering is particularly competitive from the point of view of cost, completion time and availability rates.

202,991
electricity connections
for low-income people in 2019.

93,342
water connection
dfor low-income people in 2019 (85,884 by SODECI and 7,458 by SDE).



2 - Responding to public health issues

The Eranove Group conducts its business pursuant to the safety rules for operating infrastructure and providing services. **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 local residents and consumers.**

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.

In the water sector, the Group ensures that the production of drinking water and the discharge of waste water into the natural environment comply at a minimum with the recommendations of the World Health Organisation (WHO). Since the 2018 fiscal year, monitoring of the quality of drinking water has been included in CSR indicators, with results exceeding the contractual commitments with governments.

Almost

101,000

amicrobiological and physiochemical analyses conducted in 2019 on distributed drinking water, with an ✪ overall compliance rate of 89%

B - Serving our consumers

1 - Focus on the customer

Reinforcing relationships with customers, a key component of the Eranove Group strategy, continued in 2019 around the 2 million drinking water customers (SODECI and SDE) for an estimated equivalent of 15.4 million consumers, 584,000 sanitation customers (SODECI) and 2.5 million electricity customers (CIE), representing almost 14 million consumers[24].

To this end, the companies of the Eranove Group rely on robust management systems, regularly audited to the ISO 9001 standard.

49 %
of employees
work with
ISO 9001 certified systems

Within the Group, for several years CIE has been implementing numerous initiatives to modernise its customer relations. These have led to 40% of customers subscribed to prepaid with 86% using digital payments to purchase their energy. Moreover, over 70% of post-paid customers settle their electricity bill electronically, and the Customer Relations Centre (CRC) records 1 million requests annually (98% by phone).

In 2019, CIE organised its customer relations initiatives around the "New confidence contract", based on three promises:

- **Better customer responsiveness** (by phone, in branch and at home) with the simplification and standardisation of the customer experience in branch, in the community (opening of service points, especially in shopping centres), improvement in the average repair time, etc.
- **A better customer experience** (digitalisation and customer empowerment) with the launch of online branch platform and mobile application: "My CIE online"; opening the customer relations centre up to digital channels: WhatsApp, Facebook, email, chat; paperless billing; rollout of electronic meters; digitalisation of the repairs service.
- **Customer billing support for better consumption,** budget control and energy expense planning. Among the energy efficiency solutions is Smart Energy, the launch of monthly billing by CIE and the extended information campaigns on energy savings.

FOCUS

CIE digital branch: a mobile application made in Côte d'Ivoire

Better customer responsiveness and provide them with a better experience: these are the CIE objectives of its online branch "My CIE", launched on 21 November 2019. Key points of this service: the application is "made in Côte d'Ivoire" and was designed by young Ivorian coders; and the service is free for all households who are not on a "pre-paid" subscription, some 1.5 million accounts of the 2.6 million CIE customers in Côte d'Ivoire. In one click, all CIE services are available at any time from a computer or smartphone with all the tools needed to control your consumption. "My CIE" online digitises all the standard services in a practical way, including customer requests and billing support. The service includes a chat function and lets the customer manage their account remotely: subscription, cancellation, bill payment, change of address, etc. The application has proved a success with more than 11,300 downloads between November 2019 and the end of December 2019. Combining the website and mobile, "My CIE" online is already used by 50,000 customers. "We are working on a second version of the application to offer a more segmented product and make access to services even more manageable," explains Antoine Djigbenou, head of the Strategy and Digital Transformation department created in 2018. "The idea is to offer differentiated services to customer segments, individuals and business, who have different needs".

24 *Calculation assumptions: 5.43 people per household in Côte d'Ivoire (RGPH census data 2014) and 10.7 per household in Senegal (data from Artelia study for SONES 2015).*

2 - Expanding access to essential services

Over 320 million Africans, a third of the population, do not have access to drinking water. Yet, the continent's water table contains over 5,000 billion cubic metres of water. Likewise, barely 35% of the population has access to electricity, even though its hydroelectric potential is estimated to be 300 GW, triple the current production capacity.

> Access to water and electricity is an economic and social necessity. The Eranove Group has been perfectly aware of this requirement for 60 years.

To answer this challenge of access to essential services (electricity, water, sanitation, training, information) and to improve living conditions of populations as well as the customer experience, the Eranove Group is investing in Africa. The experience of the Eranove Group is unequivocal: solutions must be prepared and developed in Africa, without pre-established models as each country has its specificities and its own issues.

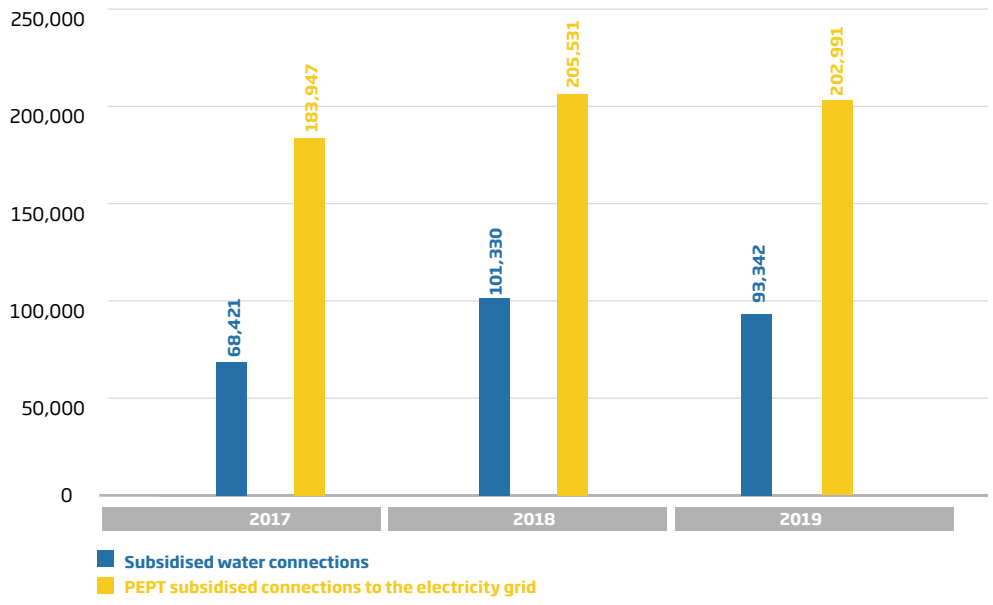
Each of companies in the Eranove Group works to improve essential services through increased access to:

- Drinking water: 2 million customers in 2019, a 35% increase since 2015, of which 93,342 are new subsidised tariff customers.
- Electricity: 2.5 million customers in 2019, a 77% increase since 2015, of which 202,991 are new subsidised tariff customers.
- Sanitation: 584,000 customers in 2019, a 45% increase since 2015.
- Internet: 639 km of additional fibre optic cable in 2019, making a total of 1,436 km installed by the Awalé company.
- Training: 475 students following vocational training courses (high education diplomas, degree) in 2019 and 4,270 ongoing training followed by CIE employees.

The "Electricity for All" programme (PEPT) illustrated this tailor-made approach.

In Côte d'Ivoire, large sections of the population have low, seasonal, or irregular income, most often reliant on the agricultural or unofficial economy. Their savings capacity is too precarious to pay for a standard electricity connection and then cover bimonthly or quarterly bills.

Subsidised water and electricity connections



FOCUS

Over 1,400 km of fibre optic cables installed by AWALE Corporation in Côte d'Ivoire

Continuing its servicing of all the big cities in Côte d'Ivoire and to strengthen its service quality, AWALE Corporation has installed over 1,400 km of fibre optic cable throughout the country by end of December 2019. The company counts large telecommunications companies such as MTN CI and Orange Group CI amongst its customers and has become the benchmark standard in Côte d'Ivoire.

A subsidiary of the Eranove Group and CIE, since its operational launch at the end of 2015, AWALE has connected over 110 offices and branches through its IP/MPLS network, as well as a hundred or so POP operators, 4 data centres, 154 4G sites for a telecoms operator and 525 business premises with dedicated access. Moreover, 560 homes are connected to its fibre optics through Fiber to the Home (FTTH) installations, while 20,000 homes have the potential to be connected to AWALE fibre optics via FTTH.

As a neutral host network operator and a C1 B licence holder, the AWALE Corporation develops interconnection of remote sites through its IP/MPLS network, creates backbone links and backhaul networks, provides fibre optic (FTTx) access to home and offices, and hosts equipment in its data centre. Outside of fibre optic communication networks, AWALE Corporation also installs and operates renewable energy production systems, its second core business.

Under the supervision of the Ministry for Oil, Energy and Renewable Energies, the "Electricity for All" programme implemented by CIE has connected 768,000 households (around 4 million people) since its launch in 2014. The programme involves CIE representatives crossing Côte d'Ivoire village by village, neighbourhood to neighbourhood, to provide indoor installation kits and to carry out subscription connections so households can benefit from modern electricity services.

To reach the ambitious target of lighting up every household in Côte d'Ivoire by 2030, the "Electricity for All" programme combines energy efficiency (through the installation of energy-saving bulbs), and technological and operational efficiency through the installation of automated prepayment meters, rechargeable from €0.76 (500 CFA Francs). Through the simplification of its technical process as well as its innovative financial engineering solution characterised by payments based on energy consumption, the "Electricity for All" programme offers connection and indoor installation by removing the main access constraints, allowing the most disadvantaged to access electricity.

FOCUS

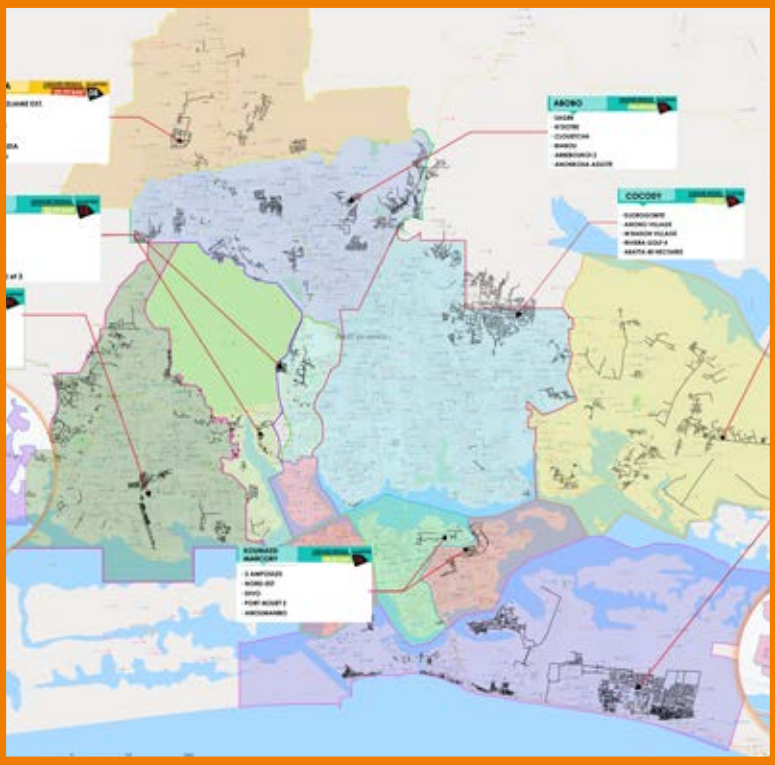
The Senegalese water company SDE signs two contracts for rural operations

In July 2019, SDE signed two concession contracts with the Senegalese Office for rural boreholes (OFOR) which has overall responsibility for rural waterworks activity in Senegal. These two contracts were won following a call for tenders in 2017, followed by an inventory on the works to be carried out. They were signed by the Minister for Water and Sanitation. "Activity will begin after the Finance Ministry validates and signs the contracts," explains Jean-Claude Simana, SDE Chief Executive. "We will take over the regional service in Saint-Louis, Matam and Louga to install rural water pumps compliant with World Health Organisation standards that will provide drinking water".

The current submerged pumps that push the groundwater to the surface are managed by the Association des Usagers des Forages (ASUFOR). Of the 550 pumping stations in the areas where SDE-Rural (the subsidiary created by SDE to manage these two contracts) will operate, only 36 have a processing system to make water drinkable. The communities served make up 1.6 million people – and eventually , some villages not yet having boreholes. SDE-Rural aims to improve the quality of service, as well as ensuring continuity, while providing its expertise in customer relations, especially in terms of payment. "Senegal has 17 million mobile phones for a population of 16 million," continues Jean-Claude Simana. "Mobile payments systems will mean the residents can pay for water for the village, for their families, without having to go anywhere. Our objective is to erase the service disparities between the city and the countryside. " Moreover, in the framework of its CSR policy, SDE-Rural hosted 11 interns in 2019, all students coming from Mayotte.

FOCUS

SODECI improves drinking water performance in Côte d'Ivoire



In the framework of its "Water for All" programme, the Côte d'Ivoire authorities are seeing an increase in drinking water access levels across the country. SODECI is project manager for the subsidised connections funded by the State or donors. In 2019, SODECI created the "Technical and Financial Performance Improvement" programme (APTF) for the waterworks sector or "Water for All". The proposal was submitted to the Ministry of Waterworks and approved. The APTF programme will be State funded with 165,000 subsidised connections over 18 months in the first phase, costing 10,000 CFA Francs instead of 165,000 CFA Francs for standard connections. "These connections are aimed at the more disadvantaged communities in the Grand Abidjan area," explains Lamine Diakhaté, Deputy Director of Water and Sanitation for the Eranove Group. The long-term objective is to reach 95% access to drinking water in Abidjan, against 80% today, through a second phase of the APTF programme which will take place over two years".

In the fight against water losses, SODECI has continued its actions in two areas. The first is the fight against fraud, especially in the outlying suburbs. A surveillance team detects and destroys fraudulent networks, at the rate of 300 km of pipes on average every year. It also arrests those responsible in collaboration with the police force. The second area is physical water losses on the network that SODECI is looking to reduce with acoustic ground instruments that can locate leaks. A dedicated team manages to inspect over 1,000 km of network annually.

FOCUS

Social and economic impact of the "Electricity for All" programme (PEPT)

This ambitious subsidised connections programme "PEPT" was launched in 2014 by the Côte d'Ivoire Government to speed up universal access to electricity and improve living conditions of populations. It is striving to connect over a million Ivorians in 2020, followed by 200,000 per year to reach the entire population by 2035.

On 9 December 2019, an audit and consultancy firm submitted a confidential document, prepared at CIE's request, analysing the economic impact of the "Electricity for All" programme.

"Beyond the first deliverable of subsidised connections, it was opportune to assess the possible positive or negative outcomes of this electricity access programme," explains Léandre N'Dri, CIE Central Director of General Studies and Strategy Planning.

This study analysed household capacity to pay for electricity and highlighted two key points:

• The population subscription rate is excellent, as the 95% service usage rate shows for 2019, over 750,000 customers. Since 2018, the pace has accelerated with over 200,000 connections a year, compared to 400 connections for the October 2014 launch.

• There proved to be numerous positive points with electricity bringing about a fundamental change to people's lives. Households can have refrigerators, students can study in the evening, while pollution caused by lanterns has reduced. The report estimates that without the "Electricity for All" programme, some 50,000 children would not be schooled. Connecting 200,000 households to electricity brings benefits that have be quantified in terms of health (77 billion CFA Francs annually), education (12 billion), lower energy bills (minus 2 billion) and activity creation (7 billion). Moreover, the programme rollout will create around a thousand jobs by 2035 with three quarters of those in rural areas. Its contribution to the national economy goes beyond its direct impact as it stimulates all sectors of the economy through training and jobs.

3 - Encouraging sustainable consumption amongst customers

Companies in the Eranove Group that are in direct contact with water and electricity consumers promote the efficient use of those resources through messages broadcast through several media (internet, social networks, posters, press). The "Energy Savings" information and advertising campaign launched in 2017 by CIE continued in 2018 and 2019. It encourages the consumer to make more eco-friendly actions to better control their expenses and reduce their carbon footprint. A specific page exists for this purpose on the CIE website in Côte d'Ivoire, and SDE communicates the best ways to save water resources on its Facebook page in Senegal. In 2018, the billing ticket was launched in Côte d'Ivoire. This system allows customers to know their consumption level and anticipate their next bill as soon as the electricity meter reader has visited. This better controls the billing cycle. Consumers can pay their bill as soon as they have their billing ticket if they so wish.

The Eranove Group is also working on reducing the average disturbance time on the power network. This data is monitored globally through the System Average Interruption Frequency Index (SAIFI) and the System Average Interruption Duration Index (SAIDI), or in the French-speaking world by TMC (Temps Moyen de Coupure, or Average Outage Time).

Several group and individual meetings were organised by CIE and its industrial customers in 2018, so that the CIE could better understand their issues and needs, give them information and share information about energy efficiency.

Smart Energy, the Eranove Group company launched in 2016 dedicated to energy efficiency, helps customers to improve the efficiency of their consumption and the use of renewable energy sources. Smart Energy develops "measurement" plans that make it possible to better understand which stations consume the most power and control their activity. This CIE and Eranove subsidiary also encourages industrial customers to produce their own renewable energy using solar equipment or biomass.

FOCUS

Smart Energy, an energy efficiency initiative

Smart Energy, pioneer of energy efficiency in Côte d'Ivoire, develops tailor-made efficiency solutions that reduce consumption by 20% to 30%, with its offering based on 3 pillars: energy efficiency, energy quality and self-production through renewable energy.

In 2019, Smart Energy prevented a total of 627 tonnes of CO_2 from being released, subject to the implementation of all the solutions proposed to its clients. Here are 3 examples:

• In February 2018, an audit was carried out for AERIA, the Abidjan airport. Of its total consumption (10.2 GWh annually), 78% was related to air conditioning, ventilators and refrigeration, 11% lighting, 9% office premises and 2% from other stations. "Dynamic thermal simulations of proposed solutions have confirmed potential savings of 3.6 GWh annually," explains Jean-Baptiste Dotia, Smart Energy Operations Director.

• Smart Energy also supports the Ivorian Electricity Company (CIE) with its energy management system (SMé) and its ISO 50001 certification. A mock audit carried out in 2019 highlighted areas for improvement before certification. The implementation of technical solutions resulting from energy audits carried out in 2017 is in progress. Smart Energy installed an 800A input and output voltage regulator (COMEC), of which it is the exclusive distributor, at the main entrance of CIE's head office. Savings reached 20.4%, of which two thirds came from air conditioning. Moreover, the use of LED bulbs reduced lighting consumption by 42% generating an energy saving of 3.4 %. Smart Energy also proposed an upgrade to Inrow-style air conditioning at the data centre to generate an additional 5.3 % energy saving on total consumption. CIE could therefore save 7.3 million kWh annually over all installations covered by the SMé and avoid 3,266 tonnes of CO_2 being released into the atmosphere.

• A COMEC voltage regulator was installed at CEMOI, a cocoa processor and chocolate producer, to reduce its consumption from air conditioning. The expected savings are 66,347 kWh annually, equal to 75 tonnes of CO_2. A monitoring system was also installed to control consumption by usage and area.

SMART ENERGY is the partner for companies committed to energy-saving initiatives and for the implementation of recommendations of the 2014 Electricity Code related to energy efficiency and the promotion of renewable energy sources.

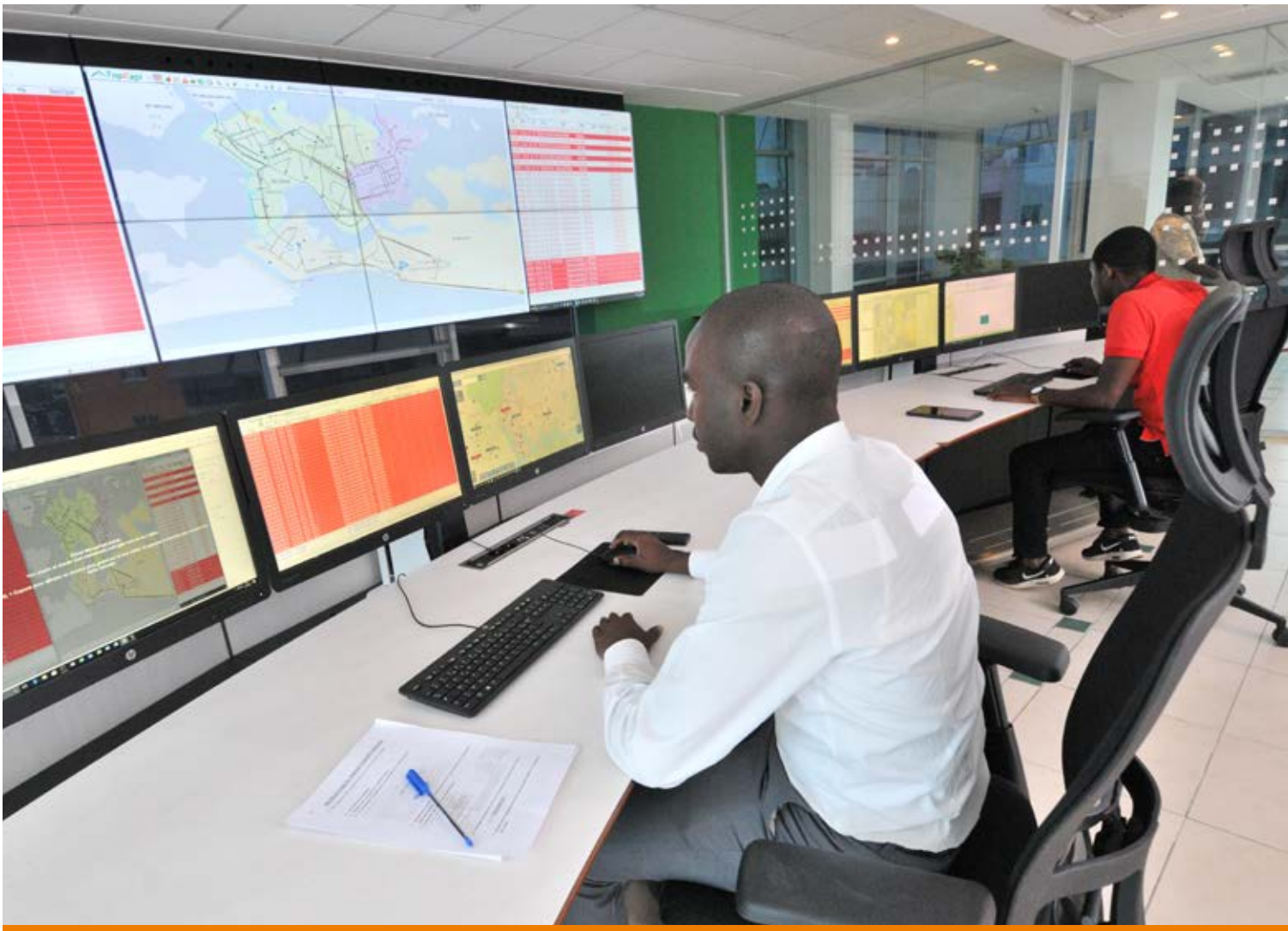
C - Integrating innovation

The Eranove Group is committed to a voluntary innovation strategy, which had a ramp-up in 2018 in five areas: the network, energy efficiency, the digital production plant, the digitalisation of service to customers, and training.

Regarding the network, the deployment of smart meters continued in 2019, with 374,809 new electric meters installed by CIE. A total of 35,000 new meters were activated by SODECI, which plans to install at least 5,000 more in 2020. These smart water meters give SODECI customers access to an innovative prepayment system adapted to their consumption patterns. This prepayment system being deployed is based on the establishment of one of the first IoT (Internet of Things) networks in West Africa.

Another noteworthy area of innovation in 2019: the use of drones and artificial intelligence to improve network surveillance. CIE obtained the necessary authorisations for its fleet of drones in 2018. This equipment is equipped with sensors and cameras and will enable the digital surveillance of the CIE power network (54,000 km of lines).

Tens of thousands of images taken by drone are then process by dedicated artificial intelligence that can detect and characterise any defects on the images (rusty lock, broken cable, or excessive vegetation near an installation).

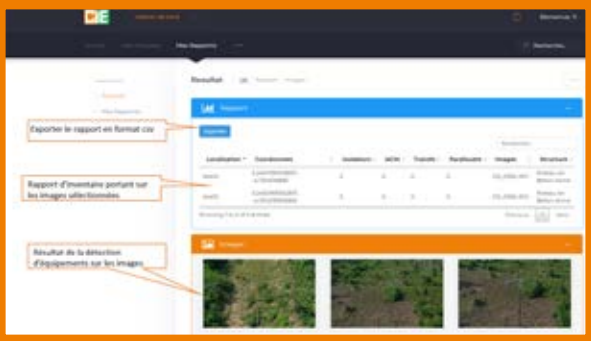


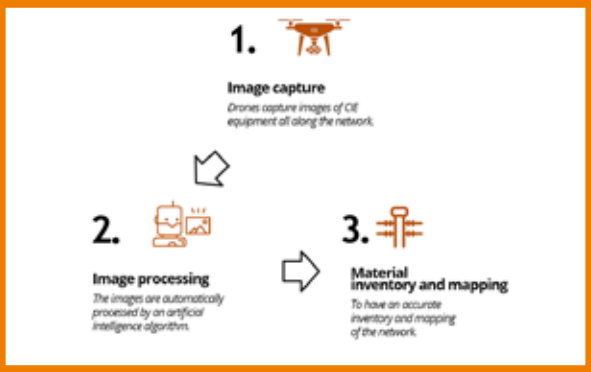
SODECI operations center **© Sodeci**

FOCUS

Material inventory and mapping using Artificial Intelligence

The objective of this service is to make an inventory, map and optimise the power network using images taken by drones and processed by an artificial intelligence algorithm.





FOCUS

SODECI Integrated Operations Management Centre

The SODECI Integrated Operations Management Centre fully launched its activities in 2019, mainly in the city of Abidjan. It brings the following functions together under one roof:

1. Customer Relations Centre (CRC)
The Centre responds to all customer calls and qualifies the type and location of any required action using data from customer management and technical maintenance tools.

The service request is passed on to Scheduling to arrange for the work on the ground.

2. Scheduling: monitoring of field works and repairs
The field works teams are all equipped with tablets. A team is assigned to a repair request by Scheduling, based on its location in relation to the repair and its current workload. Once completed, an electronic repair report is submitted to the CRC (via tablet) so it can close the request with a call back to the customer.
Management and customer branches can monitor repairs.

3. Water network monitoring
Data is transmitted by several hundred sensors on the water network (output measures, pressure stabilisers, reservoir heights, pH chlorine / turbidity analyses) and analysed in real time. The same applies, gradually, for some production plants (pump operation, presence of electric voltage, water quality).

This permanent monitoring, 24 hours a day and 7 days a week, ensures immediate fault detection and information distributed to those responsible. These systems will be increased throughout the city of Abidjan and rolled out gradually to the inland cities.

FOCUS

Even smarter electricity meters

Five years after purchasing its first smart meters, CIE launched an international tender in 2019 for "second generation" meters reflecting the latest technological advances. The aim is to improve the management and service offering system by bringing these new meters into widespread use by customers.

The tender also reflects a willingness to diversify in order to build a stock of meters coming from different manufacturers, thereby guaranteeing CIE's independence. Consequently, the selected model depends on the interoperability of the meter's operation, telecommunication network and computer management system. This flexibility allows CIE to mix meter usage (post or prepaid mode) according to the meter stock and to juggle the price and technology competitiveness of each of the three suppliers. Finally, CIE is one of the very first electricity companies in Africa to successfully test the interoperability of meters from three different suppliers..

D - Fostering closer links with host communities

1 - Stakeholder involvement throughout projects

Following the issues identified through the ISO 26000 process and the ethics initiative, the Group's companies became aware of their influential role with respect to their subcontractors, suppliers and partners, to encourage them to respect the fundamental principles in terms of responsibility.

Today, this awareness is reflected in the following ways:

- from the project design through the participatory development of stakeholder engagement plans and the creation of liaison committees in the impacted communities;
- around water and electricity production facilities where consultation frameworks with stakeholders have a real knock-on effect;
- by social actions designed to be sustainable at SDE, prison training courses and support for the implementation of management systems with local administrations;
- by the dissemination of good practices to the general public (through television, cinema, the press, social networks) for better water usage and energy saving;
- by integrating main suppliers in the rollout of ethics charters;
- and by incorporating increasingly stringent ethical, social and environmental criteria into the purchasing process.

Stakeholders consultation, Togo **© Kékéli**

FOCUS

CSR Morning at CIPREL

On 15 February 2019, CIPREL organised the second edition of the "CSR Morning", a discussion forum on corporate social responsibility and sustainable development. Launched in 2015 by CSR experts in Côte d'Ivoire, organised into a network named "CSR-CI", the mornings are a discussion forum on good practices and highlight CSR benefits for companies.

The theme of the CIPREL morning was "CSR implementation countrywide: Eranove Group and CIE, SODECI, CIPREL companies' case studies". The panel format allowed each CSR representative from the Group's subsidiaries to present a certain them before discussion with the hundred or so participants, among which were CSR representatives from other companies, experts, researchers, union representatives and students.

"The CSR Morning is both a communication tool and the opportunity to share experiences on good practices, notably CSR integration in human resources management from the perspective of ISO 26000, the standard that underpins the CSR initiative at CIPREL," clarifies Candice Eymard, CSR Engineer at CIPREL. The meeting ended with a reflection and discussions around CSR that it should not be considered the privilege of large multinationals, but from now on anchored in the values and reality of Ivorian companies, whatever their size.

2 - 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 favour of the people living near sites of activity. These actions fall into a range of categories from health, sport, culture, education, access to water and electricity, contributing to shared development.

Surrounding water or electricity production facilities, the process extended a part of the Group's managerial model to the local communities: training in participatory village management and assistance with social organisation, tools to identify sources of wealth, promotion of a family savings culture and sustainable management of resources.

The Group reinforced its role through the **Eranove Foundation**, launched in 2019. Its mission is to lead actions of general interest concerning community development, health and education.

Library funded by Ciprel through the Eranove Foundation **© Ciprel**

FOCUS

Creation of the Eranove Foundation

The Eranove Foundation was launched on 11 June 2019, in view of the growing social impact of the Group and its subsidiaries. The objective: develop "structuring" projects of general interest to improve living conditions for communities. This new entity caps 60 years of social commitment by the Eranove Group's companies.

At the heart of its values are human respect, good governance (compliance with laws, fight against anti-social conduct and corruption), solidarity and environmental protection.

As a non-profit organisation, the Eranove Foundation's actions fall into three areas: health, education and community development.

While ensuring the long-term solidarity commitment of the Eranove group, the Foundation pools the sponsorship actions of the various subsidiaries.

Officially registered by the Government of Côte d'Ivoire in December 2019, it has successfully completed its first project with a value of 30 million CFA Francs. On 14 November 2019, a library was donated to the primary school inspectorate for the Vridi area, consisting of a fully furnished renovated building with computer equipment and 2,000 books. No less than 71 schools and 19,000 students will benefit from this CIPREL-funded project in the area where it operates.

"The mission of the Eranove Foundation is to develop projects financed by the member companies, together or separately, and can raise external funds to strengthen its activities," explains Guy Marc Aka, the Foundation's executive secretary.

Social responsibility initiatives under the ISO 26000 standard

Since 2014, the Eranove Group has structured its social initiatives around ISO 26000 guidelines; this standard defines the way in which organisations can and must contribute to sustainable development. Stakeholders therefore have a framework within which to express themselves and steer the social initiatives from which they may benefit.

This approach has listed and classified the individuals or groups of individuals who can affect, or be affected by, the activities of the Group's subsidiaries, according to their level of influence. As an illustration, 408 stakeholder groups have been identified by the Electricity Production Department of CIE. These representatives are then invited to express their expectations, compiled during discussions which in some cases resemble public consultations. These discussions take place regularly - weekly, monthly, quarterly, annually - according to the specifics of the stakeholders. For example, SDE organises monthly meetings with its corporate partners and a biannual meeting with consumer associations. Finally, the expectations expressed are translated into issues and subsequently applied in action plans. At CIPREL, this is how they got to their social initiatives focussed on supporting nursery and primary pupils local to the site (Vridi 3 and Vridi Canal), notably by the distribution of school kits.

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

FOCUS

Tree planting in Ayamé

CIE participated in the large reforestation initiative "One day, one million trees", launched by the Côte d'Ivoire authorities on 15 November 2019, International Day of Peace. The aim of this nationwide initiative is to plant a million trees throughout the country to fight deforestation and to rebuild forest cover.

The management of the Ayamé plants, a town to the east of the country near the border with Ghana, where CIE operates two hydroelectric dams, planted trees in the valley located between its industrial site and the Ayamé 1 area. Employees from the two dams and their families, as well as other local actors, were keen to participate in this Corporate Social Responsibility (CSR) initiative. CIE was supported by officers from the Ayamé water and forestry service as well as the Women's Association of Dam Officers of Ayamé (AFABA).

ISO 26000 Assessment level exemplary/confirmed

40%

of drinking water production plants

100%

of power production plants

€508,045

committed to societal initiatives[25]

Eranove subsidiaries

ISO 26000 assessed at the end of 2019

Scope	Assessment level at the end of 2019
CIE (Power production service)	*Exemplary*
SDE (full scope)	*Exemplary*
CIPREL (full scope)	*Confirmed*

25 *Amounts released and invested in support, sponsorship and partnership initiatives in the field of sport, culture, health and education. NB: Only takes external expenses into account.*

Appendix

ANNEXE I - EFPD cross-reference table

EFPD INFORMATION[26]	SECTION IN THE 2019 REPORT
Business model	Extra-Financial Performance Declaration
Presentation of the main risks	Extra-Financial Performance Declaration
Due diligence procedures and key performance indicators	Appendix
Societal impacts of the business	Chapter 2: Developing human capital
Environmental impacts of the business	Chapter 4: Providing access to essential life services and contributing to local development
Climate change	Chapter 3: Protecting the environment and responding to climate change
Circular economy	Chapter 3: Protecting the environment and responding to climate change
Collective agreements entered into within the company and on their impacts on the company's economic performance and employees' working conditions and initiatives to prevent discrimination and promote diversity	Chapter 3: Protecting the environment and responding to climate change
Fighting food waste	Chapter 2: Developing human capital
Fighting discrimination and promoting diversity	Chapter 3: Protecting the environment and responding to climate change
Disabilities	Chapter 2: Developing human capital

26 Concerning the topics required by Article R. 225-105-1 of the French Commercial Code, the fight against food insecurity, protection of animal welfare and responsible, fair and sustainable nutrition, were deemed as not relevant for the Eranove Group. The company's activities do not relate to the production, sale or distribution of food products.

ANNEXE II - GRI cross-reference table

GENERAL INFORMATION		SECTION OF THE REPORT
STRATEGIES AND ANALYSIS		
G4-1	Statement from the organisation's head decision-maker	Editorial
G4-2	Description of main impacts, risks and opportunities	Extra-financial performance declaration
ORGANISATION PROFILE		
G4-3	Organisation name	Editorial
G4-4	Main brands, products and services	Editorial
G4-5	Registered office of the organisation	Editorial
G4-6	Location of the organisation	Editorial
G4-7	Ownership and legal status of the organisation	Appendix 5
G4-8	Geographical distribution of the organisation's market	Editorial
G4-9	Size of the organisation	Editorial / 2.A
G4-10	Total number of employees by employment contract type and by gender	2.A
G4-11	Percentage of employees covered by a collective agreement	2.A
G4-13	Changes in the organisation during the reporting period	1.A
G4-14	Methodology, processes and precautionary principle within the organisation	Appendix 3 / 2.C / 4.A.2
G4-15	Codes, policies and other initiatives which the organisation has adopted	1.C / 1.D / 3.B
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-18	Reporting principles and system, process for defining content and aspects scope	Appendix 3
G4-19	Relevant aspects identified in the process for defining content	EFPD / 1/ 2/ 3/ 4 / Appendix 3
G4-20	Scope of relevant aspects within the organisation	EFPD / 1/ 2/ 3/ 4 / Appendix 3
G4-21	Scope of relevant aspects outside the organisation	4
STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholders in dialogue with the organisation	Editorial / EFPD/ 4.D /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 / 4.D.1
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	Governance structure of the organisation	1.A
G4-35	Delegation of powers process	1.A
G4-36	Appointment of economic, environment and corporate managers and their line managers	1.C / 1.D
G4-38	Set out the composition of the higher governance body and its committees	1.A / 1.C
G4-42	Set out the roles of the higher governance body and executive managers in relation to the organisation's development, approval, mission updates, mission values or statements, strategies, policies and goals as regards economic, environmental and corporate 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 corporate impacts, risks and opportunities.	1.A / Appendix 3
G4-46	Set out the role of the higher governance body as regards examining the effectiveness of the organisation's risk management processes in economic, environmental and corporate areas	1.A
G4-47	Indicate how often the higher governance body examines the economic, environmental and corporate impacts.	1.A / Appendix 3

GENERAL INFORMATION		SECTION OF THE REPORT
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 / 2.A
ETHICS AND INTEGRITY		
G4-56	Description of the organisation'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 EFPD / 1/ 2/ 3/ 4/ Appendix 3
G4DMA	Methodology for managing the aspect and its impacts	Editorial EFPD / 1/ 2/ 3/ 4/ Appendix 3
CATEGORY: ECONOMY		
ASPECT: ECONOMIC PERFORMANCE		
G4-EC1	Direct economic value created and distributed	3.A / 3.D / 4.B.2/ 4.C / 2.A / 2.B / 4.D
G4-EC2	Climate change-related risks and opportunities likely to lead to major changes in business activities, income or expenditure	EFPD / 3.C
G4-EC3	Extended benefit pension scheme coverage	2.B
ASPECT: MARKET PRESENCE		
G4-EC5	Ratios for basic starting salary by gender in comparison with the local minimum wage	2.A
ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-EC7	Development and impact of investment in infrastructure and service support	3.A / 3.D / 4.B.2 / 4.C
G4-EC8	Substantial indirect economic impacts and the scale of such impacts	3.A / 3.B / 4.B.2/ 4.C
CATEGORY: ENVIRONMENT		
ASPECT: MATERIALS		
G4-EN1	Consumption of materials in weight and volume	3.A.2 / 4.B.3 / 3.B / 3.C
ASPECT: ENERGY		
G4-EN6	Reducing energy consumption	3.A.2 / 4.B.3 / 3.B / 3.C
G4-EN7	Reducing the energy needs of products and services	3.A.2 / 4.B.3 / 3.B / 3.C
ASPECT: WATER		
G4-EN8	Total volume of water taken by source	3.A.2 / 3.B / 3.C
ASPECT: EMISSIONS		
G4-EN19	Reduction of GHG emissions	3.C
ASPECT: EFFLUENTS AND WASTE		
G4-EN22	Total water effluents by type and destination	3.B / 3.C
G4-EN23	Total waste weight by type and processing method	3.B / 3.C
CATEGORY: SOCIAL		
SUB-CATEGORY: DECENT WORKING CONDITIONS AND EMPLOYMENT PRACTICES		
ASPECT: EMPLOYMENT		
G4-LA1	Total number of new hires, and staff turnover rate by age, gender and geographical area	2.A
G4-LA2	Social benefits offered to employees on the main operating sites	2.B
ASPECT: EMPLOYER/EMPLOYEE RELATIONS		
G4-LA4	Minimum notice period in the event of an operational change included in an agreement	2.A
ASPECT: HEALTH AND SAFETY AT WORK		
G4-LA5	Percentage of the total workforce represented in the occupational health and safety joint committees	2.C
G4-LA6	Rate and type of workplace accidents, occupational illnesses, absenteeism, lost workdays by geographical area and by gender	2.C
G4-LA7	Employees who are directly and frequently exposed to specific work-related illnesses as part of their jobs	2.C

GENERAL INFORMATION		SECTION OF THE REPORT
ASPECT: TRAINING AND EDUCATION		
G4-LA9	Average number of employee training hours during the reporting period	2.D
G4-LA10	Employee training and skills development programmes	2.D
ASPECT: DIVERSITY AND EQUAL OPPORTUNITIES		
G4-LA12	Breakdown of employees by professional group, age and gender	2.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	2.A
SUB-CATEGORY: HUMAN RIGHTS		
ASPECT: ANTI-DISCRIMINATION		
G4-HR3	Total number of discriminatory incidents and corrective actions implemented	2.A
ASPECT: ASSESSMENT OF SUPPLIER COMPLIANCE WITH HUMAN RIGHTS REGULATIONS		
G4-R10	Percentage of new suppliers checked against human rights-related criteria	4.D.1
G4-R11	Negative impacts on human rights in the supply chain and measures taken	4.D.1
SUB-CATEGORY: SOCIETY		
ASPECT: LOCAL COMMUNITIES		
G4-SO1	Percentage of sites having implemented schemes to involve local communities, impact assessments and development programmes	4.D
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	4.A.2
ASPECT: PRODUCT AND SERVICES LABELLING		
G4-PR3	Information on products and services required by organisational procedures	4.A.2

APPENDIX III - Methodological note

General context

Since the 2015 fiscal year, the Eranove Group has been conducting CSR reporting, complying voluntarily with Law no. 2010 788 promulgated on 12 July 2010 on national commitment to the environment, known as "Grenelle 2", which brings in greater transparency and non-financial reporting obligations. The approach, which until then had been voluntary, became obligatory for the Group following the promulgation of Order no. 2017-1180 of 19 July 2017, on the publication of non-financial information by certain large companies and groups of companies, which transposes European directive 2014/95/EU. This order introduces the obligation to include an "**Extra-Financial Performance Declaration - EFPD**" in the management report, containing information on how the company is responding to the social and environmental consequences of its business activities.

In its EFPD, the Eranove Group:

- + describes its business activity, in the "business model",
- + proves, via its "risk analysis", that its commitments are in line with the reality of its business and covers the most important and relevant issues,
- + Makes a commitment via its "CSR policy", presents its results with means indicators and key performance indicators.

On this basis, the CSR indicators selected by Eranove have been adapted to meet the regulatory requirements set out by Articles L225-102-1 and R.225-105-2 of the French Commercial Code and to cover the main risks. Key performance indicators are marked with a ✪ in the risk table (see chapter "extra-financial performance declaration").

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

Finally, the Eranove Group is engaged in a multi-year process of ongoing progress and improvement in order

to enhance its internal reporting system, to make its data reliable and expand the number of actions and indicators it tracks to give the most accurate picture possible of its footprint and provide an effective management tool.

Extra-Financial Performance Declaration

METHODOLOGY AND PROCESSES USED TO ANALYSE RISK AND THE CSR POLICY

The process implemented for the 2018 fiscal year to carry out the non-financial risk analysis and analyse the CSR policy followed the following main steps:

METHOD FRAMEWORKS

The risk analysis methodology draws on the definitions and frames of reference of France's AMF - Autorité des Marchés Financiers - and those of ISO 31000: 2018.

- Definition of risk: "Risk means the possibility of an event happening whose consequences would affect the people, assets, environment and objectives of the company or its reputation (Extract from the AMF frames of reference)".
- Frames of reference: the documents below have served as a frame of reference in the risk-definition approach:
  - Risk management and internal control systems - Frame of Reference - AMF (France's Autorité des Marchés Financiers) - 36 pages - 22 July 2010
  - Frame of reference on risk management and internal control systems for small and medium-size companies - AMF (France's Autorité des Marchés Financiers) - 10 pages - 22 July 2010
  - Standard: ISO 31000: 2018 Risk management - Guidelines

METHODOLOGICAL STARTING POINTS

In year 1 of compliance with the EFPD (Article 225 of the French Commercial Code, Extra-Financial Performance Declaration), several choices were made:

- Identification of events: negative risks [-] or positive risks/opportunities [+], being thorough on overall Group risks and adopting a formulation specific to the business activities and distinctive features of the company and its subsidiaries;
- Performance of an initial qualitative risk rating: principal risks; other risks and voluntary initiatives, pursuant to the law (principal risks);
- Set up a Group policy of Group RIs[27] and MIs[28] to monitor general risk management, with each company being responsible for dealing with risks (contextualisation of risk > subsidiary policies > subsidiary due diligence (action plans, programmes) > subsidiary results;
- Overall approval by a representative panel of directors of the company and of its main subsidiaries.

In year 2 (2019 fiscal year), only the areas for improvement have been updated thanks to projects launched and carried out. In year 3 (2020 fiscal year), it will be necessary to:

- Determine detailed risk criteria (financial, operational, human, environmental, regulatory/legal and reputational impacts) with their thresholds and conduct a detailed analysis of the consequences to enable a plausibility/impact rating;
- Carry out a detailed analysis of the causes;
- Analyse the outcome and prevention management measures on the causes, and protection measures on the consequences, to ensure that each risk is managed to the desired level; in addition to an analysis of quantitative results obtained

Risk areas have been understood beyond the strict interpretation of the regulations applicable to the EFPD. Therefore, all of the quality/customer risks and governance risks have been taken into account.

27 RI - Results indicators
28 MI - Means indicators

In the end, the key performance indicators for the main non-financial risks are presented (indicated by a star✪) throughout the "Extra-Financial Performance Declaration" (see presentation table of risk analysis results, in the Extra-Financial Performance Declaration chapter) and/or in the additional indicators presented in the appendices of this report. The other risks and opportunities taken into account and voluntary initiatives.

In addition to the main risks, the company endeavours to manage all of its impact, risks and opportunities, and has voluntarily committed to the initiatives it considers useful:

+ Human Capital: includes the other risks, opportunities and voluntary initiatives as follows: headcount management, diversity, adherence to international labour standards.
+ Environmental protection: includes the other risks, opportunities and voluntary initiatives as follows: pollution caused by waste and emissions into the air, consumption of other raw materials and inputs, regulatory changes and restrictions, developing an energy-efficient service offering, support for the development and financing of renewable energy projects, the protection and rehabilitation of the natural environment.
+ Relations with society: includes the other risks, opportunities and voluntary initiatives as follows: contribution to social and economic development, responsible purchasing, promoting our local roots.
+ Governance and business practice: includes the other risks, opportunities and voluntary initiatives as follows: respect for the company's principles of governance, ESG information for investors.

STAGES IN THE PROCESS IMPLEMENTED DURING THE 2018 FISCAL YEAR

Collection of existing data

The initial risk analysis was conducted based on a large-scale document review (via the group's Share file) with the support of a specialist consultant. The focus was on capitalising on the existing documentation, being thorough, without impacting the operational teams at this stage.

Analysis of the existing information and formulation of an initial plan

Based on the documentation, it was decided to proceed in several stages:

+ identification, formalisation and ranking of the main negative risks [-] and positive opportunities [+];
+ formulation of a group CSR policy;
+ identification of KPIs (quantitative) and KPNs (qualitative) already piloted, already checked, to be created in the future for a better understanding by third parties or for better management;
+ compliance with ISO 26000, used within the company as a voluntary standard;
+ "communicatory" one-page summary of the policy.

Review of the plan prior to its submission to a panel

The plan was then submitted, debated and amended following exchanges between the team in charge, an external consultant and the top management of Eranove Group to finalise a version that could be put to the panel.

Panel interview

The plan was then submitted to a panel of 12 directors of the main companies and subsidiaries. Notes were taken continuously during the interviews.

Inclusion of notes

Considered by the project team as sufficiently solid and supported, this document was submitted to the panel for information and final observations.

Approval

The risk analysis carried out for the 2018 fiscal year was approved by the Board of Directors in June 2019. Risk mapping, unchanged for the 2019 fiscal year, was approved by the Board of Directors on 09 June 2020.

APPLICABLE TEXTS

+ Law on the Extra-Financial Performance Declaration Order no. 2017-1180 of 19 July 2017 on the publication of non-financial information by certain large companies and certain groups of companies. Decree no. 2017-1265 of 09 August 2017 which implements Order no. 2017-1180 of 19 July 2017 on the publication of non-financial information by certain large companies and certain groups of companies. Decree of 14 September 2018 amending the Decree of 13 May 2013 determining the conditions under which the independent third-party organisation conducts its work

+ - "Sapin II" law on the fight against corruption Law no. 2016-1691 of 09 December 2016 on transparency, anti-corruption and modernisation of economic life (1)

CSR reporting methodology: procedure and reporting tools

The CSR reporting project was initiated by the Group's senior management in November 2014 in order to reflect, as comprehensively and accurately as possible, the growing importance of CSR within all entities of the Group.

In this regard, a computerised 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 CSR indicators were integrated into this configured software, which includes historical data since 2012.

The list of indicators (bundles of entries into the information system) is the reference framework used by the Group. Each indicator has: a unique numerical identifier, a name, a definition, a calculation methodology (or calculation formula), a unit, the reporting period, the scope covered, the sources and managers, the comments and the annual columns used to report the data.

CHOICE OF INDICATORS

Aware of the importance of CSR reporting, the Eranove Group decided not to reduce the scope of the indicators to the main risks and Articles L225-102-1 and R.225-105-2 of the French Commercial Code, but instead, to broaden the 2019 scope by seeking to reflect the main impacts of its operations.

+ DEFINITION OF GROUP-WIDE ENVIRONMENTAL, SOCIAL AND SOCIETAL INDICATORS

Each year, an initial series defining additional indicators is put forward by the Sustainable Development (SD) team to incorporate regulatory changes and feedback. These series are shared with each operational entity to confirm the feasibility and relevance of the initial definition.

Many working sessions common to the subsidiaries and between each subsidiary, with the SD team within the Sustainable Development circle, ensured that the indicators were consistent with the analysis of the CSR risks and properly reflected the reality of the 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 2019 changes the value of the 2018 indicator, it has been decided not to carry forward the calculation of the 2018 indicator, except as otherwise provided in the commentary.

+ CHANGES IN INDICATORS FROM 2018 TO 2019

This section gives the changes to indicators between the 2018 and 2019 CSR reporting following feedback from members of the Sustainable Management Circle and/or upon request from the independent third-party organisation in charge of verification. These developments include: the new indicators, the reformulation of titles, definitions or calculation modes and the deletion of indicators.

With regards to the collection of corporate indicators (Human Resources):

The definitions and/or calculation formulae were adjusted for the following indicators, with the aim of elimination ambiguities and ensure good reproducibility:

+ Theoretical time worked

Creation of an indicator on the workforce renewal rate throughout the fiscal year:

+ Turnover rate

Creation of six indicators on women's representation in recruitment, governance and technical business lines:

+ Percentage of women hired
+ Number of Executive Committee (EXCO) members
+ Number of female members on the Executive Committee
+ Proportion of women on the Executive Committee
+ Number of employees with technical expertise
+ Number of female employees with technical expertise
+ Proportion of females with technical expertise

Creation of four indicators on scope of occupational health and safety certification (OHSAS 18001 - ISO 45001):

+ Number assigned
+ Total certified number
+ Number of OHSAS 18001 / ISO 45001 certified services
+ OHSAS 18001 / ISO 45001 certification scope

Collection of environmental indicator

Adjustment, reformulation of titles, definitions, units and/or calculation modes of the following indicators:

+ Diesel consumption by vehicles
+ Regular and premium petrol consumption by vehicles
+ GHG emissions from business travel by plane
+ Office consumption of paper

Creation of new indicators on certification scope and industrial waste production:

+ Common industrial waste
+ Special liquid waste
+ Special solid waste
+ Production capacity of ISO 14001 certified drinking water plants
+ ISO 14001 certification scope - drinking water production
+ ISO 14001 certified sanitation network
+ ISO 14001 certification scope - Sanitation
+ Production capacity of ISO 14001 certified power plants
+ ISO 14001 certification scope - power production
+ ISO 14001 certified power transmission network
+ ISO 14001 certification scope - power transmission
+ Greenhouse Gas emissions (GHG) from ISO 50001 certified entities
+ ISO 50001 certification scope

Collection of societal indicators

The following indicator is moved to societal indicators, under quality of service (previously in the collection of environmental indicators): "availability of electricity power plants excluding planned shutdowns".

Change in definition and calculation method of the indicator:

+ Expenditure on promoting ethics

Creation of 15 new indicators on service quality, ethics promotion and certification scope:

+ Total power networks operated
+ Number of internal complaints received
+ Number of internal complaints resolved
+ Number of external complaints received
+ Number of external complaints resolved
+ Number of ISO 9001 certified services
+ ISO 9001 certification scope
+ Number of services assessed for ISO 19600
+ ISO 19600 certification scope
+ Number of ISO 37001 certified services
+ ISO 37001 certification scope
+ Production capacity of drinking water plants assessed for ISO 26000
+ ISO 26000 assessment scope - drinking water production
+ Production capacity of power plants assessed for ISO 26000
+ ISO 26000 assessment scope - power production

REPORTING

*** REPORTING TOOL**

The reporting tool, named OPERA CSR, was updated in response firstly to modifications and addition of the indicators chosen and validated for the 2019 fiscal year, and secondly, to the need to optimise the time frame and quality of reporting results. It now has the following functionality:

+ 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 (confidential indicators included)
  + the completion of comments
  + the completion of sources
  + the completion of managers
+ Creation of a collection for entering and consulting data on wages (confidential area), with reduced access to ensure the confidentiality of information
+ Automated calculation of the greenhouse gas emissions indicators in order to facilitate the inclusion of emission factors specific to each country
+ Inclusion of new indicators on gender promotion, certification/assessment scope, industrial waste production and ethics alerts
+ Automatic reporting of data in a format that can be directly used as an appendix to the Sustainable Development reports (incorporating the name and logo of the entity concerned and the indicators where it is included in the scope), known as "Grenelle reporting".
+ Graphic reporting of data in an Excel format that can be used for presentations or internal materials.

The user manual, updated by the developer AMELKIS (France) according to changes made to the software (V4)

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 PROCEDURE**

The reporting procedure (ESA-RSE-REP-2017-12), approved 28 December 2017, describes the eight main stages characterised by well-defined tasks and responsibilities:

N°	STAGES OF THE PROCESS	TASKS	RESPONSIBLE
1	Report request	- Define framework and guidelines of the reporting. - Prepare general scheduling of the report. - Communicate the reporting guidelines and schedule to the companies	ERANOVE Senior Management ERANOVE Sales & Marketing Dept ERANOVE SDD SD CIRCLE ITO
2	Configuration of the Opera tool for reporting	Identify deletions and additions of indicators Request software update from the vendor Perform technical operations to incorporate the updates made Create the reporting period(s) in the software	ERANOVE SD TEAM ERANOVE RI IS CONTRACTOR SD CIRCLE ITO
3	Reporting data collection and entry by the companies	- 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 data production - Enter and save the data in the Opera software - Create the reproductions of the company's data - Audit data entry and check the data in Opera	Company CSR manager Dept concerned Eranove SD TEAM
4	Preparation of Group report statements	- For each company, check the effectiveness and comprehensiveness of data entry into the software - Prepare the Group data retrieval statements	Company CSR manager Dept concerned ERANOVE SDD
5	Preparation of the Sustainable Development report (Group) including the EFPD	- Creation of detailed summary with the contributions of subsidiaries - Conduct/update the CSR risk analysis, business model and CSR policy - Write the Group's Sustainable Development report, including the EFPD	ERANOVE SD TEAM ERANOVE SDD ERANOVE Sales & Marketing Dept CSR manager subsidiaries CSR CONSULTANT
6	Check the Group's non-financial CSR reporting	- Perform an internal audit for thoroughness, reliability and consistency of the reporting data (indicator and Group SD report, including the EFPD) - Check and certify the reliability and compliance of the CSR reporting data with current standards	ERANOVE SDD CSR manager companies Senior management - companies Eranove Senior Management ITO
7	Validation of extra-financial reporting by the Board of Directors	- Validation of the company CSR indicators by senior management then by the Company Board of Directors - Validation of the Group's CSR reporting (indicators and SD report, including the EFPD) by Eranove senior management and the Board of Directors - Publication of the report on the verification of the Group's CSR reporting by the ITO	Senior management - company Board of Directors - companies ERANOVE Senior Management ERANOVE Board of Directors ITO
8	Publication of the SD reports of the companies and group	- Writing the company SD report - Edition, publication and circulation of the company and Group SD reports (including the EFPD)	Company CSR manager Eranove SDD Design and printing contractor

REPORTING SCOPE

In 2019, 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 carried out under management or services contracts is excluded from 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 if the indicator does not cover full scope.

For certain indicators, changes in results are not presented in relation to year n-1, but are shown as percentages or annual average growth rates, compared to years in which major initiatives were introduced. Data for 2017, 2018 and 2019 is available in the appendix.

DISCLAIMER AND METHODOLOGY LIMITATIONS

1 -SDE specific case

Due to the non-renewal of the SDE concession agreement on 31/12/2019, certain monitored indicators for CSR reporting were stated in advance and estimated according to methodologies used in Opera. The following rules were agreed

For corporate indicators:

- Data as of 30/11/2019: "company workforce" indicators, "disabled workforce" indicators, "Training" indicators, "working time" indicators, "recruitment" indicators, "gender promotion" indicators, "certification scope" indicators (workforce as at 30/11/2019)
- Data from year to year (01/12/2018-30/11/2019): "occupational accidents" indicators, "absenteeism" indicators, "occupational diseases" indicator.

For environmental indicators:

- Data from year to year (01/12/2018-30/11/2019): "water consumption" indicators, "energy consumption" indicators, "raw materials and inputs consumption" indicators, "GHG emissions from business travel by plane" indicator, "consumption of paper & computer products" indicators,
- Data based on contractual calculations (carried out on a pro rata basis of the daily value in the month of December, or by default to the last known period, meter by meter): "water production and distribution" indicators,

For societal indicators:

- Data as of 30/11/2019: "collective agreements" indicators, "ISO 9001 certification scope" indicator (workforce as at 30/11/2019)
- Data from year to year (01/12/2018-30/11/2019): "number of water customers" indicator, "subsidised water connections" indicator, "distributed water quality" indicators, "number of individuals trained/ educated on anti-corruption" indicator

2 -General cases (all entities)

- Severity rate and frequency of lost time are calculated on the basis of theoretical hours worked, calculated from the workforce number at the end of the month, multiplied by the monthly timetable for a 40-hour (Côte d'Ivoire and Senegal) or 35-hour (France) working week, and multiplied by 12 months. For example (35 hours/week * 52 weeks/year/12 months a year) 151.67 hours/month in France and (40 hours/week * 52 weeks/year/12 months a year) 173.33 hours/month in Côte d'Ivoire and Senegal. Using this method, the theoretical working time takes into account the changes in the workforce throughout the year.
- The following are taken into account when calculating the absenteeism rate: absences for occupational accidents, unauthorised absences, sick leave, and dismissals.
- The occupational accidents calculation includes CME and CMEAU student interns.
- With regards to water production and distribution, the network efficiency takes into account the revenue from water invoiced to the customer and on drinking water provided to the network (this means treated water from plants and, for SDE, water from boreholes connected to the network after chlorination). Technical efficiency from distribution is from Dakar and Abidjan, where water discharges entering the respective capitals is measured.
- The total energy consumption indicator is the sum of electrical energy consumption, and those from natural gas, DDO/HVO and Fuel Oil/Diesel oil consumption

ENV 410 = (ENV415+ENV420+ENV425+ENV430)+ENV440*0,00901067+(ENV450+ENV460)*0,01+ENV470*0,00985833

Conversion factors are based on PCI data and density resulting from the GHG assessment on the ADEME website (http://www.bilans-ges.ademe.fr/):

- Natural gas: 49.6 GJ/t. – 654 kg/m^3
- HVO/DDO: 40 GJ/t– 900 kg/m^3
- Fuel oil / Diesel oil: 42 GJ/t – 845 kg/m^3

Calculation of Eranove Group's greenhouse gas emissions

The calculation of greenhouse gas emissions was carried out automatically using the ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/).

For electricity consumption of headquarters, branches, offices and facilities:

- Côte d'Ivoire electricity = 0.445 kgCO2e/kWh
- Senegal electricity = 0.637 kgCO2e/kWh
- France electricity = 0.0571 kgCO2e/kWh

For fuel:

- Petrol= 2.8 kgCO2e/l
- Road diesel= 3.16 kgCO2e/l.;

For DDO and HVO:

- Heavy fuel oil = 3.25 kgCO2e/l.;

For natural gas:

- Natural gas = 2.53 kg CO2e/m^3

For fuel oil/diesel oil used in generators:

- Diesel = 3.16 kgCO2e/l.

The Eranove Group's GHG report has been drawn up accor-

ding to the standards and guidelines of GHG Protocol (https://ghgprotocol.org/) and the ADEME GHG assessment (https://www.bilans-ges.ademe.fr/).

The GHG emissions calculation is based on 3 parameters, called "scope":

- Scope 1: direct emissions related to industrial processes, energy production, refrigerant leaks from air conditioning
- Scope 2: emissions related to electrical energy consumption and to the energy networks
- Scope 3: other indirect emissions

When it comes to GHG, for the energy section of our operations, Eranove is an energy producer, energy transmitter, energy distributor and marketer all at the same time.

On a methodological level, we count CIE which brings together all business lines and network losses in scope 1, since it is an integral part of its industrial process. The calculation of network losses is used to assess the actions taken to reduce network losses. It does not mean additional emissions as it would for a company operating outside the energy sector. GHG emissions are calculated as follows: emission factors related to energy production = emission factors from energy sold + emission factors related to network losses.

For other entities in the Group (including energy-producing companies), emissions related to network losses are counted in scope 2 since the entities have no levers for action on the network.

Moreover, Eranove uses the scope 3 measure voluntarily in order to lead useful reduction measures and to be as true as possible to the reality of its emissions.

APPENDIX IV - 2017 to 2019 performance indicators

Employment indicators

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
1 - COMPANY HEADCOUNT							
SOC110	**Total company workforce**				**9,130**	**9,108**	**9,010**
SOC111	Total workforce, Managers (MA)	Total number of the company's Managers (MA), consisting of those on current permanent contracts (CDI) and those on current temporary contracts (CDD). NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of Managers on current CDI and CDD contracts at the time of reporting. NB: Managers whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	948	1,010	1,056
SOC112	Total workforce, Supervisors (S)	Total number of the company's Supervisors (S), consisting of those on current permanent contracts (CDI) and those on current temporary contracts (CDD). NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of Supervisors on current CDI and CDD contracts at the time of reporting. NB: Supervisors whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	4,092	4,110	4,103
SOC113	Total workforce, Workers (W)	Total number of the company's Workers (W), consisting of those on current permanent contracts (CDI) and those on current temporary contracts (CDD). NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of Workers on current CDI and CDD contracts at the time of reporting. NB: Workers whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported. Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	4,090	3,988	3,851
SOC1201	**Percentage of women in the workforce**				**23.88%**	**23.66%**	**22.67%**
SOC121	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 temporary contracts (CDD). NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of female Managers on current CDI and CDD contracts at the time of reporting. NB: Female Managers whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	270	279	297
SOC122	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 temporary contracts (CDD). NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of female Supervisors on current CDI and CDD contracts at the time of reporting. NB: Female Supervisors whose last day of work is the last day of reporting (for example: 31/12/N) are counted in the numbers at the time of reporting and included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	1,222	1,220	1,196
SOC123	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 temporary contracts (CDD). NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of female Workers on current CDI and CDD contracts at the time of reporting. NB: Female Workers whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	688	656	550
SOC130	**Total workforce, Expatriate**				**7**	**7**	**7**
SOC131	Total workforce, expatriate Managers (MA)	Total number of the company's Managers (MA) on current permanent contracts (CDI) and temporary (CDD) expatriate contracts. The concept of an expatriate has nothing to do with nationality. It reflects the nature of the signed contract. NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of expatriate Managers on current CDD and CDI contracts at the time of reporting NB: Expatriate Supervisors whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	7	7	7
SOC132	Total workforce, expatriate Supervisors (S)	Total number of the company's Supervisors (S) on current permanent contracts (CDI) and temporary (CDD) expatriate contracts. The concept of an expatriate has nothing to do with nationality. It reflects the nature of the signed contract. NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of expatriate Supervisors on current CDD and CDI contracts at the time of reporting. NB: Expatriate Supervisors whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	0	0	0
SOC133	Total workforce, expatriate Workers (W)	Total number of the company's Workers (W) on current permanent contracts (CDI) and temporary (CDD) expatriate contracts. The concept of an expatriate has nothing to do with nationality. It reflects the nature of the signed contract. NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	No. of individuals	Number of expatriate Workers on current CDD and CDI contracts at the time of reporting NB: Expatriate Workers whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported. Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	0	0	0

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOC140	**Total workforce by age bracket**				**9,130**	**9,108**	**9,010**
SOC141	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	In Excel, use the formula 'n =DATEDIF ([Date of birth];"dd/mm/2019";"y") which will give the age and classify by age bracket. NB: To help with age classification, select 2 decimal places after the comma.	251	225	189
SOC142	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	In Excel, use the formula 'n =DATEDIF ([Date of birth];"dd/mm/201";"y") which will give the age and classify by age bracket. NB: To help with age classification, select 2 decimal places after the comma.	3,509	3,358	3,058
SOC143	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.	No. of individuals	In Excel, use the formula 'n =DATEDIF ([Date of birth];"dd/mm/2019";"y") which will give the age and classify by age bracket. NB: To help with age classification, select 2 decimal places after the comma.	2,814	2,989	3,232
SOC144	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.	No. of individuals	In Excel, use the formula 'n =DATEDIF ([Date of birth];"dd/mm/2019";"y") which will give the age and classify by age bracket. NB: To help with age classification, select 2 decimal places after the comma.	1,756	1,726	1,751
SOC145	Total workforce aged 56 and over	Total number of employees as of the reporting date aged 56 years or over.	No. of individuals	In Excel, use the formula 'n =DATEDIF ([Date of birth];"dd/mm/2019";"y") which will give the age and classify by age bracket. NB: To help with age classification, select 2 decimal places after the comma.	800	810	780
SOC150	**Total workforce by contract type**				**9,130**	**9,108**	**9,010**
SOC151	Total workforce on temporary contracts (CDD)	Total number of employees on temporary contracts (CDD) at the close of the reporting period	No. of individuals	Number of employees on CDD contracts. Employees on CDD contracts whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported.	567	590	472
SOC160	**Total workforce by country**				**9,130**	**9,108**	**9,010**
SOC161	Total workforce, France	Total number of temporary (CDD) and permanent (CDI) employees working in France	No. of individuals	Number of employees on CDI and CDD contracts at the close of the reporting period.	22	22	26
SOC162	Total workforce, Côte d'Ivoire	Total number of temporary (CDD) and permanent (CDI) employees working in Côte d'Ivoire	No. of individuals	Number of employees on CDI and CDD contracts at the close of the reporting period.	7,899	7,872	7,759
SOC163	Total workforce, Senegal	Total number of temporary (CDD) and permanent (CDI) employees working in Senegal	No. of individuals	Number of employees on CDI and CDD contracts at the close of the reporting period.	1,202	1,207	1,225
SOC164	Total workforce, Mali	Total number of temporary (CDD) and permanent (CDI) employees working in Mali	No. of individuals	Number of employees on CDI and CDD contracts at the close of the reporting period.	0	0	0
SOC165	Total workforce, Democratic Republic of Congo	Total number of temporary (CDD) and permanent (CDI) employees working in DR Congo	No. of individuals	Number of employees on CDI and CDD contracts at the close of the reporting period.	7	7	0
SOC166	Total workforce, Saudi Arabia	Total number of temporary (CDD) and permanent (CDI) employees working in Saudi Arabia	No. of individuals	Number of employees on CDI and CDD contracts at the close of the reporting period.	0	0	0
2 - WORKFORCE WITH A DISABILITY - COMPANY							
SOC210	**Total workforce, Côte d'Ivoire**	**A person affected by a disability means "any individual whose physical or mental integrity is temporarily or permanently reduced (...), compromising his or her autonomy, ability to attend school or occupy a job", (extract from the Ivorian Labour Code) NB: Whether or not an employee has a disability is decided by the occupational health division,**	**No. of individuals**		**108**	**101**	**99**
SOC250	Number of disabled persons hired	Total number of disabled persons hired on temporary or permanent contracts into the Company workforce during the reporting period. NB: The disability is assessed and certified by a company doctor specialising in occupational medicine. The recruitment of disabled persons may, under certain conditions, be subject to a tax credit.	No. of individuals	Number of first temporary or permanent contracts recorded for disabled persons during the reporting period. NB 1: if the same individual has several contracts throughout the same period, this person is only counted once. It is not the date on the first contract that prevails but rather the date the employee begins work. NB2 Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract.	0	0	0
SOC260	Number of disabled persons in the workforce	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 specialising in occupational medicine.	No. of individuals	Number of disabled persons employed on temporary or permanent contracts at the end of the reporting period (for example on the 31/12/N) NB 1: disabled employees whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported. NB 2: this number equates to the total of previous indicators SOC230 + SOC 240	108	101	99

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
3 - TRAINING							
SOC310	**Total number of training sessions**				**5,820**	**5,916**	**7,250**
SOC311	Number of training sessions followed by managers	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	Number of Managers having participated in training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB: For companies with a training centre, do not omit the training sessions carried out outside theses centres. For long training courses (over several years), the trained workforce is counted at the end of the training.	678	728	1,341
SOC312	Number of training sessions 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	Number of Supervisors having participated in training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB: For companies with a training centre, do not omit the training sessions carried out outside theses centres. For long training courses (over several years), the trained workforce is counted at the end of the training	2,931	3,025	3,515
SOC313	Number of training sessions followed by workers	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	Number of Workers having participated in training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB: For companies with a training centre, do not omit the training sessions carried out outside theses centres. For long training courses (over several years), the trained workforce is counted at the end of the training	2,211	2,163	2,394
SOC340	**Total number of in-house training sessions (CME, CMEAU)**				**1,092**	**4,828**	**6,361**
SOC341	Number of in-house training sessions followed by managers	Total number of Managers who attended training sessions for which the direct costs were invoiced by the Group's training centres (CME Bingerville, CME Dakar, CMEAU Abidjan). The number of training sessions attended is linked to the number of employees present at the various sessions. NB: A single managerial employee trained during "n" sessions is counted "n" times. Training of employees leaving the Company in the course of the year is counted.	No. of individuals	Number of Managers having participated in in-house training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB: For long training courses (over several years), the trained workforce is counted at the end of the training.	113	378	866
SOC342	Number of in-house training sessions followed by supervisors	Total number of Supervisors who attended training sessions for which the direct costs were invoiced by the Group's training centres (CME Bingerville, CME Dakar, CMEAU Abidjan). The number of training sessions attended is linked to the number of employees present at the various sessions. NB: A single managerial employee trained during "n" sessions is counted "n" times. Training of employees leaving the Company in the course of the year is counted.	No. of individuals	Number of Supervisors having participated in in-house training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB: For long training courses (over several years), the trained workforce is counted at the end of the training	423	2,512	3,127
SOC343	Number of in-house training sessions followed by workers	Total number of Supervisors who attended training sessions for which the direct costs were invoiced by the Group's training centres (CME Bingerville, CME Dakar, CMEAU Abidjan). The number of training sessions attended is linked to the number of employees present at the various sessions. NB: A single managerial employee trained during "n" sessions is counted "n" times. Training of employees leaving the Company in the course of the year is counted.	No. of individuals	Number of Workers having participated in in-house training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB: For long training courses (over several years), the trained workforce is counted at the end of the training	556	1,938	2,368
SOC350	**Total number of external training sessions**				**312**	**1,079**	**889**
SOC351	Number of external training sessions followed by managers	Total number of Managers who attended training sessions for which the direct costs were invoiced by training centres external to the Group (local or foreign companies or providers). The number of training sessions attended is linked to the number of employees present at the various sessions. NB: A single managerial employee trained during "n" sessions is counted "n" times. Training of employees leaving the Company in the course of the year is counted.	No. of individuals	Number of Managers having participated in external training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB 1: For long training courses (over several years), the trained workforce is counted at the end of the training. NB2: GS2E passes on available personnel data to CIE and SODECI for consideration in their respective reporting	149	352	475
SOC352	Number of external training sessions followed by supervisors	Total number of Supervisors who attended training sessions for which the direct costs were invoiced by training centres external to the Group (local or foreign companies or providers). The number of training sessions attended is linked to the number of employees present at the various sessions. NB: A single managerial employee trained during "n" sessions is counted "n" times. Training of employees leaving the Company in the course of the year is counted.	No. of individuals	Number of Supervisors having participated in external training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB 1: For long training courses (over several years), the trained workforce is counted at the end of the training. NB2: GS2E passes on available personnel data to CIE and SODECI for consideration in their respective reporting	152	502	388

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOC353	Number of external training sessions followed by workers	Total number of Workers who attended training sessions for which the direct costs were invoiced by training centres external to the Group (local or foreign companies or providers). The number of training sessions attended is linked to the number of employees present at the various sessions. NB: A single managerial employee trained during "n" sessions is counted "n" times. Training of employees leaving the Company in the course of the year is counted.	No. of individuals	Number of Workers having participated in external training sessions by the end of the reporting period. The trained workforce is counted bases on attendance sheets. NB 1: For long training courses (over several years), the trained workforce is counted at the end of the training. NB2: GS2E passes on available personnel data to CIE and SODECI for consideration in their respective reporting	11	225	26
SOC320	**Total training expenses**	**All expenses generated by training and campaigns delivered to employees up to the end of the reporting period; these expenses only include the direct costs of training hours delivered in the Group's training centres or in external centres and companies, either within the country or internationally. NB: training expenses are to be reported using the invoices received from providers and the payment statements of temporary staff (freelance) where applicable.**	**€**	**Total expenses for training delivered during the reporting period for both in-house and external training Total training expenses = In-house training expenses S0C 321 + External training expenses S0C 322 NB: does not take into account expenses directly linked to training (excludes accommodation, catering and transport)**	**3,730,132**	**3,098,320**	**2,910,807**
SOC321	In-house training expenses	All expenses generated by the in-house training delivered to employees up to the end of the reporting period; these expenses only include the direct costs of training hours delivered in the Group's training centres (CME Bingerville, CME Dakar, CMEAU Abidjan) NB: in-house training expenses are to be reported using the invoices issued by the group's training centres.	€	Total expenses for training delivered during the reporting period for all in-house training. NB: does not take into account expenses directly linked to training (excludes accommodation, catering and transport).	1,237,619	1,192,754	724,903
SOC322	External training expenses	All expenses generated by external training delivered to employees up to the end of the reporting period; these expenses only include the direct costs of training hours delivered in external centres and companies, either within the country or internationally. NB: external training expenses are to be reported using the invoices received from providers and the payment statements of temporary staff (freelance) where applicable.	€	Total expenses for training delivered during the reporting period for all external training. NB: 1 does not take into account expenses directly linked to training (excludes accommodation, catering and transport). NB2: GS2E passes on available personnel data to CIE and SODECI for consideration in their respective reporting	2,492,513	1,905,376	2,185,904
SOC330	**Number of training hours**				**186,384**	**156,282**	**177,531**
SOC331	Hours of in-house training	Total sum of hours spent by all temporary (CDD) and permanent (CDI) employees in training sessions in Eranove Group training centres during the reporting period.	No. of hours	Number of participant hours at a session or meeting = length of the session or meeting * number of participants Total number of training hours = accumulated total hours for all formal sessions or meetings. Or: Total sum of training hours minus (-) the total sum of external training hours. NB 1: A 2-hour training session with 5 employees is counted as 10 hours and not 2. Hours are calculated based on attendance sheets or tracking documents NB 2 training by interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors are not counted.	155,112	125,546	153,415
SOC332	Hours of external training	Total sum of hours spent by all temporary (CDD) and permanent (CDI) employees in training sessions in external centres and companies (outside the Group's training centres) during the reporting period.	No. of hours	Number of participant hours at a session or meeting = length of the session or meeting * number of participants Total number of training hours = accumulated total hours for all formal sessions or meetings. Or: Total sum of training hours minus (-) the total sum of in-house education and training hours. NB 1: A 2-hour training session with 5 employees is counted as 10 hours and not 2. Hours are calculated based on attendance sheets or tracking documents NB 2 training by interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors are not counted.	31,272	30,736	24,116
4 - SALARIES							
SOC400	Total payroll of the business	Sum of gross compensation paid to all employees of the business, excluding in-kind benefits and employer contributions.	€		105,057,462	104,439,534	111,033,966
SOC410	✪ Amount of gross annual salaries		€		111,273,303	113,366,032	122,355,532
SOC411	✪ 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 taken into account in this amount.	€	Sum of all annual gross salaries paid to Managers during the reporting period.	36,055,669,	36,760,504	42,122,079
SOC412	✪ 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 taken into account in this amount.	€	Sum of all annual gross salaries paid to Supervisors during the reporting period.	46,086,586,	48,058,409	50,140,400
SOC413	✪ 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 taken into account in this amount.	€	Sum of all annual gross salaries paid to Supervisors during the reporting period.	29,131,048,	28,547,119	30,093,053

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOC420	✪ Amount of gross annual pay, women		**€**		**25 909,805**	**25 893,153**	**27 468,394**
SOC421	✪ Gross annual pay, Female Managers	Sum of compensation paid to all FEMALE Managers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this amount.	€	Sum of all annual gross salaries paid to female Managers during the reporting period.	8,338,706	8,724,526	9,634,455
SOC422	✪ Gross annual pay, Female Supervisors	Sum of compensation paid to all FEMALE Supervisors in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this amount.	€	Sum of all annual gross salaries paid to female Supervisors during the reporting period.	13,123,129	12,880,884	13,556,472
SOC423	✪ Gross annual pay, Female Workers	Sum of compensation paid to all FEMALE Workers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this amount.	€	Sum of all annual gross salaries paid to female Workers during the reporting period.	4,447,970,	4,287,744	4,267,467
SOC430	**Average gross annual pay**		**€**		**381,020**	**345,497**	**394,761**
SOC431	Average gross annual pay, Managers	Average compensation paid to all Managers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this average.	€	Amount of gross annual salaries, Managers / "Number of Managers paid"	592,999	524,250	595,068
SOC432	Average gross annual pay, Supervisors	Average compensation paid to all Supervisors in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this average.	€	Amount of gross annual pay, Supervisors / "Number of Supervisors paid"	83,904	92,277	105,671
SOC433	Average gross annual pay, Workers	Average compensation paid to all Workers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this average.	€	Amount of gross annual salaries, Workers / "Number of Workers paid"	91,299	102,043	104,631
SOC440	**Average gross annual pay, women**		**€**		**305,322**	**269,130**	**402,956**
SOC441	Average gross annual pay, Female Managers	Average compensation paid to all Female Managers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this average.	€	Amount of gross annual salaries, female Managers / "Number of female Managers paid"	426,267	427,961	561,536
SOC442	Average gross annual pay, Female Supervisors	Average compensation paid to all Female Supervisors in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this average.	€	Amount of gross annual pay, female Supervisors / "Number of female Supervisors paid"	84,333	82,315	111,305
SOC443	Average gross annual pay, Female Workers	Average compensation paid to all Female Workers in the Company's workforce before deductions of mandatory contributions. In-kind benefits are taken into account in this average.	€	Amount of gross annual salaries, female Workers / "Number of female Workers paid"	70,679	64,036	69,263
5 - OCCUPATIONAL ACCIDENTS							
SOC500	**Occupational accident**						
SOC510	Occupational accidents, with and without time lost, other than during commuting	Accidents involving employees with and without lost time, excluding accidents during trips between home and 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 break.	Number	Total occupational accidents with lost time for temporary (CDD) and permanent (CDI) employees, and accidents without lost time for CDD and CDI employees at the close of the reporting period. NB: does not include commuting accidents.	147	156	133
SOC520	Occupational accidents, besides commuting, with lost time	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	Total occupational accidents with lost time of 1 day or more for temporary (CDD) and permanent (CDI) employees during the reporting period. NB: does not include occupational accidents without lost time and occupational accidents leading to immediate or delayed death of the employee. Only occupational accidents declared and accepted by social security agencies are reported.	139	151	127
SOC525	Commuting accident	Accidents to employees with medically prescribed, paid lost time (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	Total occupational accidents with lost time of 1 day or more for temporary (CDD) and permanent (CDI) employees during the reporting period occurring during trips from home to workplace or workplace to location of meal breaks. NB: does not include occupational accidents without lost time and occupational accidents leading to immediate or delayed death of the employee. Only occupational accidents declared and accepted by social security agencies are reported.	80	76	55

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOC530	Occupational accidents causing a death	Occupational accidents other than during commuting causing immediate or delayed death of the employee.	Number	Total occupational accidents other than commuting causing immediate or delayed death of the employee during the reporting period.	0	2	0
SOC540	Number of workdays lost	Sum of medically prescribed days lost for accidents excluding during commuting and enabling employees to interrupt their activities with the payment of daily compensation for wage	Days	Total number of days (calendar days) not worked by permanent and temporary workers due to an occupational accident (except lost time due to commuting accidents between home and the workplace and the workplace and location of meal breaks) during the reporting period. NB: -Only includes days of lost time that took place over the period. -For deaths, only the lost workdays prior to death (if applicable) are counted.	3,236	3,465	3,204
SOC550	✪ Severity rate	The severity rate represents the number of paid days of lost time per 1,000 hours worked, i.e. the number of days lost for temporary disability per 1,000 hours worked.	Days	Severity rate: Number of workdays lost by permanent and temporary employees (SOC 540) X 1,000 / total number of theoretical hours worked per year (SOC 610)	0.17	0.18	0.17
SOC560	✪ Frequency rate	The frequency rate is the number of accidents other than during commuting with lost time greater than one day, occurring in a given time period per million hours of work.	Number	Frequency rate: Number of occupational accidents other than during commuting with days lost by permanent and temporary employees (SOC 520) / total number of theoretical hours worked per year (SOC 610) * 1,000,000	7.51	8.02	6.82
6 - WORKING TIME							
SOC610	**Company theoretical working time**		**Hours**		**18,520,917**	**18,838,618**	**18,622,580**[31]
SOC611	Managers, theoretical working time	Time to be worked by Managers (temporary and permanent) per regulations in force.	Hours	Senegal and Côte d'Ivoire: Managers' total at month end *173.33 during the reporting period France: Managers' total at month end *151.67 during the reporting period	1,922,193	2,065,812	2,072,861[30]
SOC612	Supervisors, theoretical working time	Time to be worked by Supervisors (temporary and permanent) per regulations in force.	Hours	Senegal and Côte d'Ivoire: Supervisors' total at month end *173.33 during the reporting period France: Supervisors' total at month end *151.67 during the reporting period	8,306,650	8,567,284	8,426,703
SOC613	Workers, theoretical working time	Time to be worked by Workers (temporary and permanent) per regulations in force.	Hours	Senegal and Côte d'Ivoire: Workers' total at month end *173.33 during the reporting period France: Workers' total at month end *151.67 during the reporting period	8,292,074	8,205,521	8,123,016
SOC620	**Company overtime**		**Hours**		**649,072**	**668,873**	**642,558**
SOC621	Manager overtime	Working time authorised by written agreement of management carried out by Managers beyond the statutory duration of working hours in force.	Hours	If applicable: Total manager overtime (temporary and permanent) at the close of the reporting period	0	0	0
SOC622	Supervisors overtime	Working time authorised by written agreement of management carried out by Supervisors beyond the statutory duration of working hours in force.	Hours	If applicable: Total supervisor overtime (temporary and permanent) at the close of the reporting period	280,551	270,928	286,239
SOC623	Worker overtime	Working time authorised by written agreement of management carried out by Workers beyond the statutory duration of working hours in force.	Hours	If applicable: Total worker overtime (temporary and permanent) at the close of the reporting period	368,521,	397,945,	356,319,
7 - ABSENTEEISM							
SOC700	**Total time of absence (TTA)**	**Absenteeism is the duration of lawful and unlawful absences by temporary and permanent employees over a given period. Lawful absences: statutory leave, maternity leave, unpaid leave, dismissals, exceptional statutory leave, sick leave, occupational and travel accidents. Total duration of lawful and authorised absences by employees.**	**Hours**	**SOC710 + SOC720 + SOC730 + SOC740 + SOC750 + SOC760 + SOC770 + SOC780**	**3,525,617**	**3,309,271**	**3,209,795**
SOC710	Absences for statutory leave (ACL)	Duration of statutory annual leave taken with compensation by employees of the company on temporary or permanent contracts	Hours	Total statutory leave (according to the definition of the national Labour Code) taken by temporary and permanent employees by the close of the reporting period. Côte d'Ivoire and Senegal: 8 hours per day (40 hours/week) France: 7 hours per day (35 hours/week) NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	3,189,787	2,938,263	2,869,731

30 2018 data amended compared to the date in the previous SD report following the restatement of the theoretical hours worked by managers at Eranove CI.

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOC720	Absences for maternity leave (ACM)	Duration of maternity or paternity leave taken by employees on temporary or permanent contracts.	Hours	Côte d'Ivoire and Senegal: Number of days maternity/paternity leave taken by employees * 8 hours France: Number of days maternity/paternity leave taken by employees * 7 hours NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	125,620	62,654	112,263
SOC730	Absences for unpaid leave (ACS)	Duration of statutory annual leave taken without compensation for personal reasons by employees on temporary or permanent contracts	Hours	Côte d'Ivoire and Senegal: -Number of concerned employees * number of days taken as unpaid leave * 8 hours France: -Number of concerned employees * number of days taken as unpaid leave * 7 hours NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors	2,176	70,709	5,778
SOC740	Absences due to dismissals (AMP)	Duration of absences of employees on temporary or permanent contracts having received a temporary suspension of the employment contract as a disciplinary measure.	Hours	Côte d'Ivoire and Senegal: -Number of days dismissal * 8 hours France: -Number of days dismissal * 7 hours NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors	11,000	33,744	7,064
SOC750	Absences for exceptional permission (APE)	Duration of absences authorised to employees on temporary or permanent contracts by the employer based on family event duly justified by the employee and non-deductible from the statutory leave. These absences are defined by the Labour Code, collective agreements or internal regulations: marriage, death, birth, etc.	Hours	Côte d'Ivoire and Senegal: Number of exceptional permission days' leave taken * 8 hours France: Number of exceptional permission days' leave taken * 7 hours NB 1: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors NB2: GS2E passes on available personnel data to CIE and SODECI for consideration in their respective reporting	15,144	19,315	26,748
SOC760	Absences due to illness (AAM)	Length of time of interruptions of work recommended by a doctor (occupational health division or other) for employees on temporary or permanent contracts during the reporting period.	Hours	Côte d'Ivoire and Senegal: -Number of days sick leave * 8 hours France: -Number of days sick leave * 7 hours NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors	135,098	149,760	146,637
SOC770	Absences for occupational and commuting accidents (ATT)	Length of absences of employees on temporary or permanent contracts for occupational and commuting accidents.	Hours	Côte d'Ivoire and Senegal: (Number of days lost time by temporary and permanent employees due to an occupational accident + Number of days lost time by temporary and permanent employees due to a commuting accident) * 8 hours France: (Number of days lost time by temporary and permanent employees due to an occupational accident + Number of days lost time by temporary and permanent employees due to a commuting accident) * 7 hours NB: -Only includes days of lost time for the year n-1. -For deaths, only the lost workdays prior to death (if applicable) are counted. NB: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors	40,208	26,548	34,480
SOC780	Unauthorised absences (ANA)	Length of unlawful and unexcused absences by employees on temporary or permanent contracts	Hours	Côte d'Ivoire and Senegal: Number of non-authorised days of absence by temporary and permanent employees * 8 hours France: Number of non-authorised days of absence by temporary and permanent employees * 7 hours NB1: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors. NB2: GS2E passes on available personnel data to CIE and SODECI for consideration in their respective reporting	6,584	8,280	7,096
SOC711	✪ Rate of absenteeism	The quotient of the number of hours of absence (apart from ACL, ACM, ACS,APE) in relation to the number of theoretical work hours of employees on permanent and temporary contracts current at the close of the reporting period.	%	Absenteeism rate = (AMP+AAM+ATT+ANA) / TTT	1.04%	1.16%	1.05%
SOC712	Attendance rate	The ratio corresponding to the gap between the time of theoretical work time of employees under permanent and temporary contracts and the total length of absences (besides ACL, ACM, ACS, APE).	%	Attendance rate = 1-Rate of absenteeism	98.96%	98.84%	98.95%

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
8 - HIRES							
SOC810	**Workforce hires, Company**				**1,303**	**668**	**643**
SOC811	Number hired on temporary contracts (CDD)	All individuals who signed a temporary employment contract (CDD) for the reporting period.	No. of individuals	Total number of temporary contracts recorded during the reporting period. NB: if the same individual has several contracts throughout the same period, this person is therefore counted several times. It is not the signature date on the contract that prevails but rather the date the employee begins work.	562	352	331
SOC812	Number hired on temporary contracts (CDI)	All individuals who signed a temporary employment contract (CDI) for the reporting period.	No. of individuals	Total number of permanent contracts recorded during the reporting period. NB: if the same individual has several contracts throughout the same period, this person is therefore counted several times. It is not the signature date on the contract that prevails but rather the date the employee begins work. A temporary contract converted to permanent is counted as a permanent hire and an expired temporary contract.	741	316	312
SOC815	Number of women hired	Number of women out of all people hired on fixed term and permanent contracts over the reporting period	No. of individuals	Total women hired = (Total number of women hired on temporary and permanent contracts) NB: if the same individual has several contracts throughout the same period, this person is therefore counted several times. It is not the signature date on the contract that prevails but rather the date the employee begins work. A temporary contract converted to permanent is counted as a permanent hire and an expired temporary contract.	227	137	80
SOC816	Percentage of women hired	Percentage of women out of all people hired on fixed term and permanent contracts over the reporting period	%	The quotient of the number of women hired compared to company-wide hires. Percentage of women hired = (SOC 815 / SOC 810) * 100	17%	21%	12%
SOC813	Number of young people aged between 18 and 25 hired	All individuals who signed a permanent (CDI) or temporary (CDD) employment contract in the reporting period and, at the date of contract signature, were 18 or older and strictly less than 26 years NB: until his or her 26th birthday, an employee is still 25 years old.	No. of individuals	Total number of permanent and temporary contracts recorded during the reporting period signed by young people who, at the date of contract signature, were 18 or older and strictly less than 26 years NB: if the same individual has several contracts throughout the same period, this person is therefore counted several times. It is not the signature date on the contract that prevails but rather the date the employee begins work. A temporary contract converted to permanent is counted as a permanent hire and an expired temporary contract.	196	114	102
SOC814	Number of interns hired	All individuals who signed an intern contract during the reporting period	No. of individuals	Total number of signed intern contracts (whether certificate course, subsidised, paid or unpaid)	1,913	2,473	1,990
9 - DEPARTURES							
SOC910	**Workforce departures, Company**				**341**	**473**	**587**
SOC920	Dismissals				44	44	13
SOC921	Number of dismissals on temporary contracts (CDD)	Number of temporary (CDD) employees dismissed. NB: Departures during an employee's trial period are also counted.	No. of individuals	Total number of temporary employees dismissed during the reporting period. NB: if an individual has been dismissed and reinstated in the same year, then dismissed again, this person is counted twice. It is not the signature date on the dismissal decision that prevails but rather the date the decision is communicated to the employee. All dismissal reasons are counted.	0	1	0
SOC922	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	Total number of permanent employees dismissed during the reporting period. NB: if an individual has been dismissed and reinstated in the same year, then dismissed again, this person is counted twice. It is not the signature date on the dismissal decision that prevails but rather the date the decision is communicated to the employee. All dismissal reasons are counted.	44	43	13

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOC930	**Voluntary departures**				**109**	**140**	**91**
SOC931	Number of departures of temporary (CDD) employees	Number of temporary (CDD) employees who of their accord left the company employing them during the reporting period NB: Departures during an employee's trial period are also counted.	No. of individuals	Total number of temporary employees having voluntarily broken their contract during the reporting period (resignations and contractual breaches by the employee).	4	5	13
SOC932	Number of departures of permanent (CDI) employees	Number of permanent (CDI) employees who of their accord left the company employing them during the reporting period NB: Departures during an employee's trial period are also counted.	No. of individuals	Total number of permanent employees having voluntarily broken their contract during the reporting period (resignations and contractual breaches by the employee).	105	135	78
SOC940	**Departures due to contract termination**				**188**	**289**	**483**
SOC941	Number of departures of temporary (CDD) employees at termination	All employees who left the headcount because their temporary employment contract came to its planned termination.	No. of individuals	Total number of temporary (CDD) employees whose exit from the company was related to the expired term of their employment contract. NB an employee whose temporary contract terminates on 31/12/N and signs another contract starting 01/01/N+1 is not considered as a departure.	62	135	312
SOC942	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	Total number of permanent (CDI) employees whose exit from the company was related to the expired term of their employment contract and are of standard retirement age. NB an employee whose permanent contract terminates on 31/12/N is not considered as a departure for year N but rather N+1.	126	154	171
SOC950	**Turnover rate**	**Workforce renewal rate following voluntary departures or dismissals and employee hires.**	**%**	**Turnover rate = [(Number of departures during year N + Number of new starters during year N)/2] / Workforce numbers as of 31 December in year N-1*100 Turnover rate = [(SOC 910 + SOC 810)/2] / [(SOC 110 N-1)]*100 NB1: The number of departures depends on total dismissals, voluntary departures and contract terminations. NB2: The number of new starters depends on the total of temporary and permanent hires NB3: Internal transfers are not counted as departures.**	**9.00%**	**6.26%**	**6.83%**
10 - OCCUPATIONAL DISEASES							
SOC101	✪ 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 reporting period.	No. of individuals	Occupational diseases are arranged in a table provided by the social security agency which also sets out the conditions for contraction of these diseases. Occupational disease diagnosed by the company doctor is supported by a medical certificate.	0	0	0
11 - EXPENDITURE IN RESPECT OF SOCIAL POLICY							
SOC102	**Expenditure in respect of social policy**		**€**		**11,673,866**	**16,042,392**	**12,763,996**
SOC103	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.) NB: The following mandatory contribution are excluded: training expenses	€	Total allocated funds for solidarity, health and retirement of employees (FCP, PS Managers, SF, HSF, ASMAR, etc.) NB: only voluntary employer contributions are reported, not mandatory contributions	6,136,384	6,537,083	7,744,713
SOC104	- 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.	€	Total fund allocated for MA2E, FCP-SDE, FPH-SDE, etc.	5,537,482	9,505,309	5,019,283
12 - GENDER PROMOTION							
SOC171	**Governance**						
SOC172	Number of Executive Committee (EXCO) members	Total number (men and women) of Executive Committee members	No. of individuals	Sum of designated EXCO members at the close of the reporting period	95	107	132
SOC173	Number of female members on the Executive Committee	Number of female members on the Executive Committee	No. of individuals	Sum of designated female EXCO members at the close of the reporting period	19	19	23
SOC174	Proportion of women on the Executive Committee	Percentage of women on the Executive Committee.	%	(SOC173-Number of female members on the Executive Committee / SOC172- Number of Executive Committee members) * 100	20.00%	17.76%	17.42%

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOC175	**Technical business lines**						
SOC176	Number of employees with technical expertise	Total employees (men and women) on temporary and permanent contracts with technical expertise (business lines with operational and maintenance activities) in the reporting period, NB 1: The list of technical business lines is available from the human resources department of each entity NB 2: not included are interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors,	No. of individuals	Total employees on temporary and permanent contracts with technical expertise at the close of reporting, NB: Employees whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract,	2,765	2,711	3,228
SOC177	Number of female employees with technical expertise	"Total female employees on temporary and permanent contracts with technical expertise (business lines with operational and maintenance activities) in the reporting period, NB 1: The list of technical business lines is available from the human resources department of each entity NB 2: not included are interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors,"	No. of individuals	Total female employees on temporary and permanent contracts with technical expertise at the close of reporting, NB: Female employees whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Female inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract,	117	134	158
SOC178	Proportion of females with technical expertise	Percentage of female employees with technical expertise (business lines with operational and maintenance activities) in the reporting period,	%	"=SOC 177-Number of female employees with technical expertise/SOC176-Number of employees with technical expertise*100	4.23%	4.94%	4.89%
13 - CERTIFICATION SCOPE							
SOC1005	**Number assigned and certifiable**						
SOC1006	Number assigned	Total number of the company's employees, consisting of those on current permanent contracts (CDI) and those on current temporary contracts (CDD) assigned to the economic interest grouping GS2E (Water and Electricity Services Grouping)	No. of individuals	Total number of the company's employees on temporary and permanent contracts (current at the close of the reporting period) assigned to the economic interest grouping GS2E NB1: Employees whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported. Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract. NB2: Not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors.	392	338	276
SOC1007	Total certified number	Total number of the company's employees, consisting of those on current permanent contracts (CDI) and those on current temporary contracts (CDD). NB 1: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors. NB2: employees assigned to GS2E are counted in the GS2E workforce (and extracted from the CIE and SODECI numbers)	No. of individuals	CIE, SODECI and other entities: [(SOC 110- Total company workforce) - (SOC 1006-Assigned employees)] GS2E: [(SOC110-Company workforce) + (Total number assigned to CIE and SODECI)]	9,130	9,108	9,010
SOC1010	**Occupational health and safety certification scope**						
SOC1011	Number of OHSAS 18001 / ISO 45001 certified services	Total number of employees on temporary or permanent contracts from departments or sub-departments certified OHSAS 18001 / ISO 45001 at the close of reporting NB 1: not included are contracts of interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors. NB2: employees assigned to GS2E are counted in the GS2E workforce	No. of individuals	Total number of employees (on temporary and permanent contracts at the close of reporting) from departments or sub-departments covered by a current OHSAS 18001 / ISO 45001 certificate at the close of reporting. NB1: Employees whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract. NB2: For GS2E, staff made available must be counted in the workforce.	1,938	2,433	2,476
SOC1012	OHSAS 18001 / ISO 45000 certification scope	Ratio of the number of employees from OHSAS 18001 / ISO 45001 certified services to the total certifiable number at the close of reporting	%	[Number of OHSAS 18001 / ISO 45001 certified services (SOC 1011) / Total certifiable number (SOC 1007)]*100	21%	27%	27%

Environmental indicators

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
1 - PROVISIONS & GUARANTEES FOR ENVIRONMENTAL RISKS							
ENV110	Provisions and guarantees for environmental risks	Amount planned in the budget to manage environmental risks	€	Amount planned for known and identified environmental risks linked to the company's activities	1,829,388	2,436,170	2,435,820
2 - WATER CONSUMPTION							
ENV200	**Water consumption**				**7,036,255**	**7,450,250**	**8,773,640**
ENV210	Water consumption by headquarters, branches, offices	The quantity of drinking water, taken by meters, consumed in administrative and sales facilities, i.e. head offices, sales branches and offices or according to invoices	m³	Total water consumption, taken by meters, of all sales branches, offices and other administrative centres. NB: For data not available at fiscal year-end, consider a rolling year (the last 12 months of invoices) for year n and state the scope as to why the rolling year was required and the rolling year calendar was used. Data calculated on a rolling year basis should not be reprocessed the following year so that year n-1 reporting is a calendar year. Exclude: -free water for staff and pensioners' accommodation, -electricity and water production centres.	481,495	464,229	463,468
ENV220	Water consumption by thermal power plants	The quantity of water used by thermal electric power plants.	m³	Total water consumption, taken by meters, of all thermal electricity production sites. NB: For data not available at fiscal year-end, consider a rolling year (the last 12 months of invoices) for year n and state the scope as to why the rolling year was required and the rolling year calendar was used. Data calculated on a rolling year basis should not be reprocessed the following year so that year n-1 reporting is a calendar year.	174,068	176,309	229,264
ENV230	Water consumption by water production plants	The quantity of water used in water production plants for operating needs (washing of decanters, filters, etc.).	m³	Quantity of water used in plants for operational needs = (water production from plants * (100-internal productivity of water production plants ENV320)) / 100	6,380,692	6,809,712	8,080,908
3 - WATER PRODUCTION & DISTRIBUTION							
ENV350	**Drinking water production capacity**						
ENV351	✪ Drinking water production capacity	Total capacity of boreholes and drinking water production plants. The total sum of the maximum capacities (or theoretical capacities) of all the production units installed.	m³/day	Total sum of the maximum capacities (or theoretical capacities) of all the production units installed.	1,643,629	1,690,188	1,723,127
ENV300	**Production and distribution of water**						
ENV301	Raw water, plants	Quantity of raw water used for drinking water production	m³	Volume of raw water used for drinking water production.	326,695,713	339,201,623	364,850,162
ENV302	Borehole water	Quantity of raw water coming out of the company's drilling operations (besides wells supplying water production plants)	m³	Volume of raw water produced by the company's drilling operations and supplying the network (besides wells supplying water production plants)	116,411,603	122,366,974	134,975,220
ENV310	Treated water, plants	Quantity of water treated to be bacteriologically and chemically clean enough to drink.	m³	Sum of treated water production by all plants	320,315,021	332,392,911	356,191,768
ENV315	✪ Total water produced	Quantity of drinking water produced and connected to the network.	m³	Sum of treated water production by all plants (ENV 310) and borehole water connected to the network, besides wells supplying water production plants (ENV 302)	436,726,624	454,759,885	491,166,988
ENV320	✪ 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.	%	Average efficiency of all plants in % = (Sum of volume of "Treated water, plants" from water production plants over a given period) / (Sum of volume "raw water, plants" from water production plants during the reporting period) x100	98.0%	98.0%	97.6%
ENV330	✪ 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 plants and operating wells.	%	Efficiency of the drinking water network (%) =(ENV 341 total volume of water in m3 sold to customers during the reporting period / (ENV 310 volume of treated water from plants during the reporting period + ENV 302 borehole water during the reporting period) x100	76.62%	76.00%	73.89%
ENV341	Volume of water sold	Quantity of water as read on meters and invoiced to customers.	m³	Total in m³ invoiced to customers during the reporting period NB: does not equate to volume collected.	334,617,343	345,624,862	362,928,425

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
4 - ENERGY CONSUMPTION							
ENV410	**Total energy consumption**				**8,247,202**	**7,542,224**	**7,870,023**
ENV415	Electricity consumption by electricity production plants	Total quantity, taken from meters, of electricity consumed by all electricity production plants.	GWh	Total GWh taken from meter(s) from all electricity production sites (auxiliary consumption). NB1: Includes consumption by plant offices if they cannot be isolated (otherwise count in ENV 420) NB2: For data not available at fiscal year-end, consider a rolling year (the last 12 months of invoices) for year n and state the scope as to why the rolling year was required and the rolling year calendar was used. Data calculated on a rolling year basis should not be reprocessed the following year so that year n-1 reporting is a calendar year.	64.4	58.2	53.0
ENV420	Electric power consumption by headquarters, branches, offices	Total quantity, taken from meters, of electricity consumed by all sales branches, offices and other administrative centres.	GWh	Total GWh taken from meter(s) from sales branches, offices and other administrative centres. NB: does not equate to GWh collected. NB: For data not available at fiscal year-end, consider a rolling year (the last 12 months of invoices) for year n and state the scope as to why the rolling year was required and the rolling year calendar was used. Data calculated on a rolling year basis should not be reprocessed the following year so that year n-1 reporting is a calendar year. Exclude: -Free electricity for staff and pensioners' accommodation, -Electricity and water production centres.	59.65	65.04	61.41
ENV425	Electricity consumption by sanitation plants	Total quantity, taken from meters, of electricity consumed in the maintenance and operation of sanitation and drainage networks and plants.	GWh	Total GWh taken from meter(s) from all sites with sanitation operations Includes consumption by plant offices if they cannot be isolated (otherwise count in ENV 420) NB2: For data not available at fiscal year-end, consider a rolling year (the last 12 months of invoices) for year n and state the scope as to why the rolling year was required and the rolling year calendar was used. Data calculated on a rolling year basis should not be reprocessed the following year so that year n-1 reporting is a calendar year.	1.5	1.4	1.7
ENV430	Electricity consumption by water production and distribution plants	Total quantity, taken from meters, of electricity consumed by all water production and distribution plants.	GWh	Total GWh taken from meter(s) from all water production and distribution sites (auxiliary consumption). NB1: Includes consumption by plant offices if they cannot be isolated (otherwise count in ENV 420) NB2: For data not available at fiscal year-end, consider a rolling year (the last 12 months of invoices) for year n and state the scope as to why the rolling year was required and the rolling year calendar was used. Data calculated on a rolling year basis should not be reprocessed the following year so that year n-1 reporting is a calendar year.	400	402	432
ENV440	Natural gas consumption	Total quantity of natural gas used by gas turbines, mechanically measured.	m^3	Total natural gas consumed in m3 during the reporting period by gas turbines, mechanically measured. NB: For periods where mechanical measurement is not possible, estimate with GWh products.	915,199,977	836,960,576	873,326,866
ENV450	HVO consumption	Total quantity of heavy vacuum oil (HVO) used by gas turbines, mechanically measured.	m^3	Total HVO consumed in m3 during the reporting period by gas turbines, mechanically measured (gas substitution in case of interrupted supply).	134	741	2,941
ENV460	DDO consumption	Total quantity of Distillate Diesel Oil (DDO) used by gas turbines, mechanically measured.	m^3	Total DDO consumed in m3 during the reporting period by gas turbines, mechanically measured (gas and HVO substitution or in the case of transition from gas or HVO).	860	363	408
ENV470	Consumption of Fuel Oil/Diesel Oil by emergency generators	Total quantity of fuel oil/diesel oil used by emergency generators	m^3	Total fuel oil/diesel consumed in m3 during the reporting period by emergency generators (used in case of power supply fault), charged by actual use or stock withdrawals,	7,301	7,825	8,180
ENV475	Consumption of Fuel Oil/Diesel Oil by electrical generators	Total quantity of fuel oil/diesel oil used by electrical generators	m^3	Total fuel oil/diesel consumed in m3 during the reporting period by generators of isolated power plants and to start up operational plants (used in case of power supply fault), charged by actual use or stock withdrawals.	14	13	11

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
ENV480	**Total consumption of vehicle fuel**				**6,644,163**	**5,897,689**	**6,434,182**
ENV481	Diesel consumption by vehicles	Total quantity of diesel used by operational vehicles.	l	Total quantity in litres of diesel fuel consumed by operational vehicles. NB: Excludes contract vehicles, all vehicles for personal use, short-term rental vehicles (less than a week)	5,714,998	4,959,147	5,005,248
ENV482	Regular and premium petrol consumption by vehicles	Total quantity of regular/premium petrol used by operational vehicles.	l	Total quantity in litres of regular/premium petrol fuel consumed by vehicles used in operations. NB: Excludes contract vehicles, all vehicles for personal use, short-term rental vehicles (less than a week)	929,166	938,542	1,428,934
5 - ELECTRICITY PRODUCTION & DISTRIBUTION							
ENV510	✪ Total interconnected capacity in use		**MW**		**1,247**	**1,247**	**1,247**
ENV511	Total interconnected installed THERMAL capacity	Total capacity of interconnected thermal production equipment in operation, on an actual capacity basis. This is the total sum of the maximum (or theoretical) power of all generators installed on the network.	MW	Sum of the power of the interconnected thermal production equipment for a given period on an actual capacity basis in MW.	643	643	643
ENV512	Total interconnected installed HYDROELECTRIC capacity	Total capacity of interconnected hydroelectric production equipment in operation, on an actual capacity basis.	MW	Sum of the power of the interconnected hydroelectric production equipment for a given period based on real capacity in MW.	604	604	604
	✪ Proportion of electricity production capacities (MW) that are renewable		%		48%	48%	48%
ENV520	**✪ Total interconnected electricity production**				**4,787**	**4,683**	**5,139**
ENV521	Total electricity production from THERMAL power plants	Total net electricity production delivered from interconnected thermal production equipment.	GWh	Énergie totale nette livrée du parc thermique interconnecté.	3,383	3,050	3,276
ENV522	Total production from HYDROELECTRIC power plants	Total net electricity production delivered from interconnected hydroelectric production equipment.	GWh	Énergie totale nette livrée du parc hydroélectrique interconnecté.	1,404	1,633	1,863
	Proportion of electricity production (GWh) that is renewable		%		29%	35%	36%
ENV530	Total electricity production 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).	%	Electricity production efficiency = Total net production / gross production * 100 NB: Losses correspond to the energy extracted for internal plant consumption.	99.2%	97.9%	99.1%
ENV531	Electricity production efficiency, Abidjan	Ratio of power produced in Abidjan 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).	%	Electricity production efficiency, Abidjan = Total net production, Abidjan / gross production, Abidjan * 100 NB: Losses correspond to the energy extracted for internal plant consumption in Abidjan.	99.5%	98.5%	99.1%
ENV550	**Available energy**				**7,032**	**7,547**	**7,298**
ENV551	Available THERMAL energy	Energy that can be produced by all thermal production equipment according to the operational and technical conditions of the facility.	GWh	For thermal production equipment: AVAILABLE ENERGY = EMP-EINP-EIP EMP = theoretical producible energy (maximum) for the reporting period, EIP = total planned unavailable energy for the period EINP = total unplanned unavailable energy for the period.	4,624	4,611	4,481
ENV552	Available HYDROELECTRIC energy	Energy that can be produced by all hydroelectric production equipment according to the operational and technical conditions of the facility.	GWh	For hydroelectric production equipment: AVAILABLE ENERGY = EMP-EINP-EIP EMP = theoretical producible energy (maximum) for the reporting period, EIP = total planned unavailable energy for the period EINP = total unplanned unavailable energy for the period.	2,409	2,936	2,817

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
ENV560	✪ Total electricity efficiency	**This is the ratio of gross production (energy out of the alternator) to energy actually consumed by the final customer. Therefore, this ratio factors in production, transmission and distribution losses. Note: customers supplied directly by the transmission network experience only production and transmission losses.**	**%**	**Total electricity system efficiency according to the definition of national Ivorian statistics.**	**78.95%**	**80.32%**	**83.08%**
6 - CONSUMPTION OF RAW MATERIALS & INPUTS							
ENV600	**Consumption of raw materials and inputs**						
ENV610	Oils	Quantity of oils used in operating the plants.	l	Total in litres of oil consumed.	114,573	100,299	78,224
ENV620	Chlorine gas	Quantity of chlorine gas used in operations.	t	Total in tonnes of chlorine gas used for operations.	731	689	682
ENV630	Lime	Quantity of lime used in operations.	t	Total in tonnes of lime used for operations.	15,039	12,797	13,582
ENV640	Calcium hypochlorite	Quantity of calcium hypochlorite used in operations.	t	Total in tonnes of calcium hypochlorite used for operations.	1,656	1,838	3,227
ENV650	Aluminium sulphate	Quantity of aluminium sulphate (Al2(SO4)3 used in operations.	t	Total in tonnes of aluminium sulphate used for operations.	6,781	6,821	9,468
ENV660	SF6 gas	Quantity of SF6 gas used in operating and maintaining the plants.	kg	Total in kg of SF6 gas used for operations. NB: The measurements are obtained by weighing the SF6 cylinders, the difference in weight over a period makes up the SF6 losses (Transmission).	1,053	1,022	613
ENV670	Calcium carbonate	Quantity of calcium carbonate used in operations.	t	Total in tonnes of calcium carbonate used for operations	1,404	1,223	980
7 - ATMOSPHERIC POLLUTANTS: CO2, N0x, SOx							
ENV710	**Greenhouse gas (GHG) emissions**		**t CO2e**		**2,636,981**	**2,439,700**	**2,552,714**
ENV711	GHG emissions excluding electricity production	Amount of GHGs released into the atmosphere as a result of electricity consumption by water production and distribution plants, sanitation plants and branches and offices, as a result of fuel consumption of vehicles and emergency generators, and business trips by plane	t CO2e	ENV741+ENV742+ENV743+ENV744+EN-V745+ENV771	289,591	292,646	308,672
ENV741	GHG emission from the electricity consumption of water production and distribution plants	Amount of GHGs released into the atmosphere as a result of the electricity consumption of water production and distribution plants (including consumption of production sites if they cannot be isolated).	t CO2e	= FeE*(ENV430)*1000 where FeE Côte d'Ivoire =0.445 kgC02e/kWh FeE Senegal = 0.637 kgC02e/kWh FeE France = 0.0571 kgC02e/kWh Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	218,267	219,005	233,635
ENV742	GHG emissions from electricity consumption linked to sanitation	Amount of GHGs released into the atmosphere as a result of the total quantity of electricity consumed in the maintenance and operation of sanitation and drainage networks and plants (including consumption of production sites if they cannot be isolated).	t CO2e	= FeE*(ENV425)*1000 where FeE Côte d'Ivoire =0.445 kgC02e/kWh FeE Senegal = 0.637 kgC02e/kWh FeE France = 0.0571 kgC02e/kWh Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	680	644	761
ENV743	GHG emissions from electricity consumption at head offices, branches and offices	Amount of GHGs released into the atmosphere as a result of the total amount of electricity consumed by the head offices, branches and offices	t CO2e	= FeE*(ENV420)*1000 where FeE Côte d'Ivoire =0.445 kgC02e/kWh FeE Senegal = 0.637 kgC02e/kWh FeE France = 0.0571 kgC02e/kWh Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	26,911	29,219	27,615
ENV744	GHG emissions from consumption by emergency generators	Amount of GHGs released into the atmosphere as a result of the consumption of fuel by emergency generators (in the event of a fault in the electricity supply)	t CO2e	= Fe Diesel*ENV470 Fe Diesel: 3.16 kgCO2e/l Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	23,071	24,727	25,849
ENV745	GHG emissions from the fuel use of vehicles	Amount of GHGs released into the atmosphere as a result of fuel use of vehicles	t CO2e	= (2.8*ENV482 + 3.16*ENV481)/1000 where Fe Petrol: 2.8 kgCO2e/l Fe Diesel: 3.16 kgCO2e/l Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	20,661	18,299	19,818
ENV712	GHG emissions from interconnected electricity production	Amount of GHGs released into the atmosphere only as a result of interconnected electricity production (excluding emergency generators).	t CO2e	= ENV761+ENV762+ENV763+ENV764+ENV765	2,347,390	2,147,054	2,244,041
ENV761	GHG emissions from consumption of natural gas	Amount of GHGs released into the atmosphere as a result of the total quantity of natural gas used by gas turbines, mechanically measured.	t CO2e	= 2.53*ENV440/1000 Fe Natural gas: 2.53 kgCO2e/m3 Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	2,315,456	2,117,510	2,209,517
ENV762	GHG emissions from HVO consumption	Amount of GHGs released into the atmosphere as a result of the total quantity of heavy vacuum oil (HVO) used by gas turbines, mechanically measured.	t CO2e	= 3.25*(ENV450) Fe HVO: 3.25 kgCO2e/l Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/)"	435	2,410	9,559
ENV763	GHG emissions from DDO consumption	Amount of GHGs released into the atmosphere as a result of the total quantity of Distillate Diesel Oil (DDO) used by gas turbines, mechanically measured.	t CO2e	= 3.25*(ENV460*1000) Fe DDO: 3.25 kgCO2e/l Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/)"	2,796	1,180	1,327
ENV764	GHG emissions from fuel oil/diesel oil consumption	Total quantity of fuel oil/diesel oil used by electrical generators	t CO2e	= 3.16*ENV475 Fe Diesel: 3.16 kgCO2e/l Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	45	41	35

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
ENV765	GHG emissions from electricity consumption of electricity production plants	Amount of GHGs released into the atmosphere as a result of the electricity consumption of electricity production plants (including consumption of production site offices if they cannot be isolated).	t CO2e	= FeE*(ENV415)*1000 where FeE Côte d'Ivoire =0.445 kgC02e/kWh FeE Senegal = 0.637 kgC02e/kWh FeE France = 0.0571 kgC02e/kWh Source: ADEME Base Carbone database (http://www.bilans-ges.ademe.fr/) "	28,658	25,912	23,603
ENV713	Greenhouse gas emissions / MWh of electricity produced	Amount of CO2 equivalent released for the production of a MWh	Kg CO2e/MWh	(=) ENV712*1000 / ENV520 * 1000	490	458	437
ENV714	Greenhouse gas emissions during electricity production	Quantity of greenhouse gas emissions into the atmosphere during the production of electricity.	% gaz sec	Total data resulting from measures implemented through a specialised structure: VERITAS case. NB: Retain the highest number from data entered	4.45%	3.39%	12.04%
ENV770	**GHG emissions from business travel by plane**						
ENV771	GHG emissions from business travel by plane	Amount of GHGs released into the atmosphere as a result of business travel by plane	t CO2e	Total GHG emissions stated on flight tickets issued and invoiced to the company by its travel agencies during the reporting period for the business travel account of its temporary and permanent employees. NB 1: the GHG emissions reference by trip is provided by the International Civil Aviation Organisation (ICAO) online calculator: (https://www,icao,int/environmental-protection/CarbonOffset/Pages/default,aspx), If two sets of data are available for the same trip then retain the highest number NB 2: Not included are GHG emissions for flight tickets brought forward by employees and booked outside of the agency contracting with the entity, NB 3: GS2E passes on available personnel data to CIE and SODECI for consideration in their respective reporting"	0	752	995
ENV750	Education on reducing GHG emissions						
ENV751	GHG emissions to be avoided due to energy audits	Quantity of GHGs that will not be emitted thanks to energy efficiency efforts or the transition to renewable energies.	t CO2e	Total estimated savings on customer's annual electricity consumption if the actions around equipment and operation recommended in audit reports are implemented. These savings, assessed over the reporting period, are estimated in kWh, reduced to t CO2e (expressed negatively). Methodologies are stated in each audit report and internal calculator.	748	1935	627
ENV720	NOx emissions, electricity production	Discharges of nitrogen oxide (NOx) during electricity production (results of the highest analyses).	mg/Nm³	Highest number from the results of analyses carried out during the reporting period by a specialist organisation (i.e. Veritas). If no reading has been taken during the reporting period: provide the last result available.	232	225	227
ENV730	SOx emissions, electricity production	Discharges of sulphur oxide (SOx) during electricity production (results of the highest analyses).	mg/Nm³	Highest number from the results of analyses carried out during the reporting period by a specialist organisation (i.e. Veritas). If no reading has been taken during the reporting period: provide the last result available.	0	1	23
8 - EQUIPMENT CONTAINING PCBS							
ENV800	**Total number of transformers containing PCBs**						
ENV830	Total number of transformers used	Total number of transformers used at the close of the reporting period	Number	Total transformers used by Distribution, Transmission and Production at the close of the reporting period.	10,616	13,313	13,578
ENV810	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 specialised organisation to put these appliances back into use at the end of the period	Number	Total transformers from Distribution, Transmission and Production, whose fluid (oil) has a PCB content between 50 and 500 ppm listed at the close of the reporting period. NB: decontamination is carried out by authorised specialist service providers.	295	295	295
ENV820	Number of transformers contaminated with PCBs to be disposed of	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 greater than 500 ppm, such that these devices must be removed and isolated from operations and then placed at the disposal of a company specialising in the elimination of PCBs at the end of the period	Number	Total transformers from Distribution, Transmission and Production, whose fluid (oil) has a PCB content greater than 500 ppm listed at the close of the reporting period. NB: disposal is carried out by authorised specialist service providers.	31	31	64
ENV840	Rate of transformers containing PCBs	Ratio of the number of transformers contaminated with PCB to be decontaminated and disposed of over the total number of transformers used	%	Sum (transformers to be decontaminated (ENV 810) + transformers to be disposed of (ENV820))/total number of transformers used (ENV830)	3.07%	2.45%	2.64%
ENV850	Number of transformers with PCB sent for disposal	Number of transformers contaminated with PCB sent to authorised centres during the reporting period.	Number	Total transformers sent to authorised centres for disposal in France, in the framework of the agreement signed with the Basel and Stockholm Regional Convention Centre for the disposal of PCBs.	36	0	0

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
9 - CONSUMPTION OF PAPER & COMPUTER PRODUCTS, WASTE PRODUCTION							
ENV900	**Consumption of paper & computer products**						
ENV910	Office consumption of paper	Quantity of paper reams purchased and/or use for printing or note-taking during the reporting period	Kg	Total number of paper reams purchased x weight of one ream (Weight of a ream of 500 sheets of A4 paper: 2.6 kg; weight of a ream of 500 sheets of A3 paper: 5 kg)	144,090	148,229	145,785
ENV911	Paper consumption for invoice production	Quantity of paper used for producing customer invoices (outsourced service)	Kg	Total weight of customer invoices produced during the reporting period (specify calculation method in the comments).	87,451	89,892	91,364
ENV920	Consumption of printer toners (ink)	Quantity of ink cartridges (toner) used for printing by all the printers in the company, whether they are leased and for shared use or allocated specifically to individuals.	Kg	Number of cartridges purchased x weight of each cartridge (cartridge weight according to the model - see article details at www.amazon.com)	4,604	4,258	4,212
ENV950	**Waste production by industrial entities**						
ENV951	Common industrial waste	Quantity of industrial waste assimilated to household refuse by industrial entities (drinking water production plant, thermal and hydroelectric power plant) during the reporting period. NB: Quantities are recounted based on declarations made to the relevant authorities (Côte d'Ivoire: Anti-Pollution Centre of Côte d'Ivoire (CIAPOL) / Senegal: Department of the Environment and Listed Buildings (DEEC))	t	Total in weight of common industrial waste produced during the reporting period.	77.35	223.64	269.27
ENV952	Special liquid waste	Quantity of liquid waste (used oil, used HVO/DDO, used water, etc.) posing a risk to the environment and human health produced by industrial entities (drinking water production plant, thermal and hydroelectric power plant) during the reporting period. NB: Quantities are recounted based on declarations made to the relevant authorities (Côte d'Ivoire: Anti-Pollution Centre of Côte d'Ivoire (CIAPOL) / Senegal: Department of the Environment and Listed Buildings (DEEC))	m^3	Total volume of dangerous liquid waste produced during the reporting period	182,635.20	127,851.90	96,163.64
ENV953	Special solid waste	Quantity of solid waste (used filters, soiled cloths and gravel, chemical products, used batteries, etc.) posing a risk to the environment and human health produced by industrial entities (drinking water production plant, thermal and hydroelectric power plant) during the reporting period. NB: Quantities are recounted based on declarations made to the relevant authorities (Côte d'Ivoire: Anti-Pollution Centre of Côte d'Ivoire (CIAPOL) / Senegal: Department of the Environment and Listed Buildings (DEEC))	t	Total in weight of dangerous solid waste produced during the reporting period.	113.36	64.77	149.69
10 - CERTIFICATION SCOPE							
ENV1010	**Environment certification scope (ISO 14001)**						
ENV1020	**ISO 14001 - drinking water production**						
ENV1021	Production capacity of ISO 14001 certified drinking water plants	Total capacity of boreholes and drinking water production plant covered by ISO 14001 certification current at the close of the reporting period	m^3/day.	Total sum of maximum (or theoretical) capacities of all drinking water production units (borehole and plants) operated by ISO 14001 certified departments/sub-departments	1,273,629	1,304,828	1,339,795
ENV1022	ISO 14001 certification scope - Drinking water production	Ratio of the drinking water production capacity of ISO 14001 certified entities to the drinking water production capacity at the close of the reporting period	%	[Drinking water production capacity of ISO 14001(ENV1021) / Water production capacity(ENV351)] * 100	77%	77%	78%
ENV1030	**ISO 14001 - Sanitation**						
ENV1031	ISO 14001 certified sanitation network	Length of operational sanitation and drainage network covered by ISO 14001 certification current at the close of the reporting period	km	Total length of unitary used water and rainwater networks operated by ISO 14001 certified departments/sub-departments as of 31/12/N	0	0	0
ENV1032	ISO 14001 certification scope - Sanitation	Ratio of the length of operational sanitation and drainage network operated by ISO 14001 certified entities to the length of operational sanitation and drainage network at the close of the reporting period	%	[length of ISO 14001 (ENV 1031) certified unitary used water and rainwater networks / Sanitation networks operated as of 31/12/N (SOT 234)] * 100	0%	0%	0%
ENV1040	**ISO 14001 - electricity production**						
ENV1041	Electricity production capacity of ISO 14001 certified power plants	Total capacity of interconnected hydroelectric and thermal production equipment operated based on actual capacity, of plants covered by ISO 14001 certification current at the close of the reporting period	MW	Sum of the power from interconnected hydroelectric and thermal equipment operated by ISO 14001 departments at the close of the reporting period (based on actual capacity)	1,247	1,247	1,247
ENV1042	ISO 14001 certification scope - electricity production	Ratio of the electricity production capacity of ISO 14001 certified entities to the electricity production capacity at the close of the reporting period	%	[Electricity production capacity of ISO 14001 certified entities (ENV 1041) / Total capacity of electricity production (ENV 510)] * 100	100%	100%	100%

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
ENV1050	**ISO 14001 - electricity transmission**						
ENV1051	ISO 14001 certified transmission networks	Number of kilometres of operating High Tension (HTB and THT) lines and cables used for transporting electricity covered by ISO 14001 certification current at the close of the reporting period	km	Sum (number of km of lines and cables used) of HTB and THT operated by ISO 14001 departments at the close of the reporting period	5,133	5,453	6,062
ENV1052	ISO14001 certification scope - electricity transmission	Ratio of the transmission networks operated by ISO 14001 certified entities to the total transmission networks operated at the close of the reporting period	%	[Transmission networks operated by ISO 14001 certified entities(ENV 1051) / Transmission networks operated (SOT 231)] * 100	100%	100%	100%

Social indicators

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
1 - NUMBER OF CUSTOMERS							
SOT100	**Number of Customers**				**4,144,376**	**,4,666,136,**	**,5,183,221,**
SOT101	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	Total number of electricity subscription contracts current at the reporting date or in the reporting period.	1,897,826	2,196,725	2,538,154
SOT102	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	Total number of drinking water subscription contracts current at the reporting date or in the reporting period.	1,772,789	1,933,967	2,060,261
SOT103	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	Total number of water subscription contracts paying a fee for sanitation.	473,347	534,966	583,597
SOT104	Number connected to high speed internet	Number of end-user individuals and businesses connected, via a service agreement for the construction of aerial optic fibre, to lease FTTH access, Last miles and high speed CPL access for internet and other services, provided on behalf of a telecoms operator.	Number	Total number of end-user customers (homes and businesses) connected to "last miles" and high speed CPL access (power-line communication), FTTH homes and businesses (Fibre to the Home) according to their contracts with telecoms operator during the reporting period	400	457	1,178
SOT108	Number of Energy Performance customers	Natural or legal persons who have already subscribed to an energy diagnostic or optimisation contract with Smart Energy	Number	Total number of customers having already signed a contract with Smart Energy at the close of the reporting period (NB a customer who has signed n contacts is counted only once)	14	21	31
SOT105	Subsidised connections to the electricity grid	Number of subsidised connection operations (subsidised connections to the grid existing before the "Electricity for All" programme) carried out during the reporting period	Number	Discounted electricity connection operations (subsidised connections to the grid existing before the "Electricity for All" programme) to help households access electricity, according to the defined criteria in a subsidised connection framework memorandum, are counted.	0	0	0
SOT106	Subsidised water connections	Number of subsidised connections to drinking water carried out during the reporting period.	Number	Subsidised connections are to supply water to low income households according the conditions set out by the concessioning authority	68,421	101,330	93,342
SOT107	PEPT subsidised connections to the electricity grid	Number of connection operations performed during the reporting period under the Electricity For All Programme (PEPT) carried out during the reporting period. NB: The connections taken into account are those reported in the IS.	Number	Electricity network connection operations carried out based on relaxed connection formalities and payment method of these operational costs for the benefit of households without an electricity subscription are counted. The Electricity for All Programme (PEPT), created by the Côte d'Ivoire government, began in 2014, is covered by an "Electricity For All Programme framework" which defines the targets and eligibility criteria for the programme.	183,947	205,531	202,991

	Indicators	Number of subsidised connection operations (subsidised connections to the grid existing before the "Electricity for All" programme) carried out during the reporting period	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
2 - SERVICE QUALITY							
SOT200	**Availability of the electricity service**						
SOT201	✪ Average duration of electricity cuts	Average annual duration of electricity cuts during the reporting period, excluding exceptional incidents and scheduled shutdowns for works	Hour	The average outage time is calculated based on following formula: For a given year i: (TMC)i=(END)i/(PM)i Or: (END)i: Non-distributed Energy for the year i. The volume of non-distributed energy due to an operation or network incident. (PM)i: Average Power for the year i (PM)i=(Energy delivered to distribution)i/(24x(number of days in the year)i)	24	22	18
SOT202	Availability of electricity generators excluding	Performance measurement of electricity generators defined by the ratio between how long the generators are operational and the how long these generators would have worked ideally, i.e. 100% of the time, excluding intermittent power. NB: availability excluding planned shutdowns.	%	Besides annual planned shutdowns by the operators of a given production generator, other shutdowns still take place due to unforeseen circumstances (alarm raised for various reasons, out of order generator, etc.): these are accidental shutdowns. Availability excluding planned shutdowns is the rate calculated with accidental shutdowns only according to the following formula: Availability excluding planned shutdowns = (Number of hours of accidental shutdowns / Total number of hours of normal operation without shutdown - Number of hours of planned shutdowns) * 100	94.9%	96.7%	95.4%
SOT210	**Distributed water quality**						
SOT211	Number of physical and chemical analyses conducted	Number of physical and chemical analyses conducted in-house on the water distributed during the reporting period.	Number	Total number of physical and chemical analyses (except continuous analysers) conducted by in-house laboratories on the water distributed during the reporting period.	81,013	84,756	85,273
SOT212	Number of microbiological analyses conducted	Number of microbiological analyses conducted in-house and externally on the water distributed during the reporting period.	Number	Total microbiological analyses conducted by in-house and external laboratories on the water distributed during the reporting period.	15,737	16,021	15,653
SOT213	Number of compliant physical and chemical analysis results	Number of physical and chemical analyses compliant with applicable standards conducted during the reporting period.	Number	Total compliant physico-chemical analysis results. The reference of compliance is: - Côte d'Ivoire: The retained levels are those stated in the "Guidelines for water quality", from the WHO directives on the quality of drinking water for human consumption. - Senegal: Directives on the quality of drinking water for human consumption.	72,570	76,643	74,252
SOT214	Number of compliant microbiological analysis results	Number of microbiological analyses compliant with applicable standards conducted during the reporting period.	Number	Total compliant microbiological analysis results. The reference of compliance is: - Côte d'Ivoire: The retained levels are those stated in the "Guidelines for water quality", from the WHO directives on the quality of drinking water for human consumption. - Senegal: Directives on the quality of drinking water for human consumption.	15,432	15,499	15,160
SOT215	✪ Physico-chemical compliance rate	Ratio of the number of physical and chemical analyses on the water distributed that are compliant out of the number of physical and chemical analyses conducted during the reporting period	%	Number of compliant physico-chemical analyses (SOT 213) / Number of physico-chemical analyses conducted (SOT 211) * 100	89.58%	90.43%	87.08%
SOT216	✪ Microbiological compliance rate	Ratio of the number of microbiological analyses on the water distributed that are compliant out of the number of microbiological analyses conducted during the reporting period	%	Number of compliant microbiological analyses (SOT 214) / Number of microbiological analyses conducted (SOT 212) * 100	98.06%	96.74%	96.85%
SOT230	**Networks operated**						
SOT236	Total power networks operated	Total number of kilometres of electricity transmission and distribution lines and cables operated at the end of the reporting period	km	Total power networks = SOT 231 + SOT 232	50,392	51,638	54,014
SOT231	Electricity transmission networks operated	Number of kilometres of High Tension (HTB and THT) lines and cables used for transporting electricity operated at the close of the reporting period	km	Sum (number of km of lines and cables used) of HTB and THT operated as of 31 December	5,132	5,453	6,061
SOT232	Electricity distribution networks operated	Number of kilometres of low and medium voltage (BT and HTA) lines and cables used for transporting electricity operated at the close of the reporting period	km	Total length of BT and HTA lines in the electricity distribution network operated as of 31 December	45,260	46,185	47,953
SOT233	Drinking water networks operated	Length of the drinking water network operated at the close of the reporting period	km	Total length of disconnected networks operated as of 31 December	26,260	28,922	32,324
SOT234	Sanitation networks operated	Length of the sanitation and drainage network operated at the close of the reporting period	km	Total length of unitary used water networks and length of rainwater networks operated as of 31 December	1,738	2,398	2,398
SOT235	Aerial optic fibre networks operated	Length of the electric power network's aerial optic fibre network operated at the close of the reporting period	km	Total length of national power network's aerial optic fibre communications network (ADSS- All Dielectric Self-Supporting Cable et OPGW- Optical Ground Wire) operated as of 31 December	382	797	1,436

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
3 - SUPPORT, SPONSORSHIP AND PARTNERSHIP ACTIONS							
SOT120	**Support, sponsorship and partnership actions**						
SOT121	Support, sponsorship and partnership expenditure	Amounts released and invested in support, sponsorship and partnership initiatives in the field of sport, culture, health and education. NB: Only take external expenses into account	€	Total actual accounting expenditure during the reporting period in the company accounts related to sponsorship and partnership actions in the field of sport, culture, health and education	835,756	1,240,728	508,045
4 - ETHICS							
SOT130	**Promoting ethics**						
SOT131	✪ Expenditure on promoting ethics	Amount spent on the implementation of strategy, projects or initiatives aiming to promote ethics and to fight corruption,	€	Total actual accounting expenditure during the reporting period in the company accounts (based on paid invoices) aimed at promoting ethics, preventing and eliminating corruption, NB: All expenses (board expenses, communications) are to be taken into account,	74,565	52,743	60,298
SOT132	✪ Individuals trained/educated on ethics	Number of individuals trained/educated on anti-corruption.	Number	Total temporary or permanent employees trained/educated, If an individual has been trained in two modules then he/she is counted twice, NB: where a training session brings together participants from several entities (for example in the framework of the Ethics Circle), each entity reports its own trained employees, based on the attendance sheet,	1,141	275	542
SOT135	Ethics alert process						
SOT136	✪ Number of internal complaints received	Number of internal complaints and alerts (from employees) received and followed up for processing by those in charge of ethics	Number	Total internal complaints and alerts received by those in charge of ethics during the reporting year through all channels available to this end (post, email, telephone, meeting, suggestions box, etc.). These complaints are recorded and tracked.	2	0	4
SOT137	✪ Number of internal complaints resolved	Number of internal complaints and alerts (from employees) resolved by those in charge of ethics	Number	Total internal complaints and alerts resolved during the reporting year, These complaints and alerts, recorded and tracked by those in charge of ethics, are considered as resolved upon confirmation of action put in place either by the complainant or the concerned entity	2	0	1
SOT138	✪ Number of external complaints received	Number of external complaints and alerts (from customers, suppliers, etc.) received and followed up for processing by those in charge of ethics	Number	Total external complaints and alerts received by those in charge of ethics during the reporting year through all channels available to this end (post, email, telephone, meeting, suggestions box, etc.). These complaints are recorded and tracked.	118	49	26
SOT139	✪ Number of external complaints resolved	Number of internal (from employees) and external (from customers, suppliers, etc.) complaints and alerts resolved by those in charge of ethics	Number	Total external complaints and alerts resolved during the reporting year, These complaints and alerts, recorded and tracked by those in charge of ethics, are considered as resolved upon confirmation of action put in place either by the complainant or the concerned entity,	101	37	21
5 - COLLECTIVE AGREEMENTS							
SOT141	Total number of collective agreements signed	Total number of collective agreements signed in the reporting period with the trade unions	Number	Only takes into account agreements signed specifically during the reporting period	9	2	1
SOT142	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	Only takes into account agreements signed specifically during the reporting period	2	0	0
6 - CERTIFICATION SCOPE							
SOT150	**Quality certification scope (ISO 9001)**						
SOT151	Number of ISO 9001 certified services	Total number of employees (made up of those with a current permanent contract and those with a current temporary contract) from ISO 9001 certified departments at the close of the reporting period NB1: Not included are interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors. NB2: employees assigned to GS2E are counted in the GS2E workforce	No. of individuals	Total number of employees (on current temporary and permanent contracts at the close of reporting) from departments or sub-departments covered by a current ISO 9001 certificate at the close of reporting. NB1: Employees whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract. NB2: For GS2E, staff made available must be counted in the workforce.	3,256	4,377	4,439
SOT152	ISO 9001 certification scope	Ratio of the number of employees from ISO 9001 certified services to the total certifiable number at the close of reporting	%	[Number of ISO 9001 (SOC 151) certified services / Total certifiable number (SOC 1007)]*100	36%	48%	49%
SOT155	Compliance management certification scope (ISO 19600)						

	Indicators	Definition	Unit	CALCULATION METHOD OR FORMULA	2017	2018	2019
SOT156	Number of services assessed for ISO 19600	Total number of employees on temporary or permanent contracts from ISO 19600 assessed departments or sub-departments at the close of the reporting period NB1: Not included are interns, apprentices, volunteers, consultants, temporary staff, day workers or subcontractors. NB2: employees assigned to GS2E are counted in the GS2E workforce	No. of individuals	Total number of employees (on temporary and permanent contracts at the close of reporting) from departments or sub-departments covered by a current OHSAS 18001 / ISO 19600 assessment certificate at the close of reporting. NB1: Employees whose last day of work is the last day of reporting (for example: 31/12/N) are included in the number reported Inpatriates and expatriates are counted in the number of the hosting entity that signed the employment contract. NB2: For GS2E, staff made available must be counted in the workforce.	4,549	4,527	4,506
SOT157	ISO 19600 certification scope	Ratio of the number of employees from ISO 19600 assessed services to the total certifiable number at the close of reporting	%	[Number of ISO 19600 (SOT 156) assessed services / Total certifiable number (SOC1007)]*100	50%	50%	50%
SOT170	**CSR certification scope (ISO 26000)**						
SOT171	**ISO 26000 - drinking water production**						
SOT172	Production capacity of drinking water plants assessed for ISO 26,000	Total capacity of boreholes and drinking water production plants covered by a current ISO 26000 assessment at the close of the reporting period	m3/day.	Total sum of maximum (or theoretical) capacities of all drinking water production units (borehole and plants) operated by ISO 26000 assessed departments/sub-departments	633,629	660,188	695,155
SOT173	ISO 26000 assessment scope - Drinking water production	Ratio of the drinking water production capacity of ISO 26000 assessed entities to the drinking water production capacity at the close of the reporting period	%	[Drinking water production capacity of ISO 26000(SOT 172) assessed entities / Water production capacity(ENV 351)] * 100	39%	39%	40%
SOT175	**ISO 26000 - electricity production**						
SOT176	Production capacity of power plants assessed for ISO 26,000	Total capacity of interconnected hydroelectric and thermal production equipment operated based on actual capacity, of plants covered by a current ISO 26000 assessment at the close of the reporting period	MW	Sum of the power from interconnected hydroelectric and thermal equipment operated by ISO 26000 assessed departments at the close of the reporting period (based on actual capacity)	1,247	1,247	1,247
SOT177	ISO 26000 assessment scope - power production	Ratio of the electricity production capacity of ISO 26000 assessed operating entities to the total number of electricity production capacity at the close of the reporting period	%	[Electricity production capacity of ISO 26000 (SOT 176) assessed entities / Total capacity of electricity production (ENV 510)] * 100	100%	100%	100%

ERANOVE

Report by the independent third party on the consolidated non-financial statement

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Capital de 37 000 Euros – RCS NANTERRE 377 505 565

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Tour W – 102 Terrasse Boieldieu, 92800 Puteaux
RCS Paris 450 425 277
Rapport de l'organisme tiers indépendant sur la déclaration consolidée de performance extra-financière figurant dans le rapport de gestion
Exercice clos le 31 décembre 2019

TO THE SHAREHOLDERS

In our capacity as independent third party, accredited by COFRAC number 3-1058 (scope available at www.cofrac.fr), and member of the Mazars network of one of the company's Statutory Auditors, we hereby report to you on the non-financial statement for the year ended December 31st 2019 (hereinafter the "Statement"), included in the management report pursuant to the requirements of articles L. 225102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

THE ENTITY'S RESPONSIBILITY

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal nonfinancial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.
The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement (and which are available on request from the entity's head office).

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

NATURE AND SCOPE OF OUR WORK

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000[1]:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 2251021 III;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to
  - + assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
  - + corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning the reputational risk associated with the mismanagement of respondents, our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities[2];
- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
  - + analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - + tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities2 and covers between 40% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is 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.

1 *ISA 3000 - Assurance engagements other than audits or reviews of historical financial information*
2 *CIE and SODECI for all information; CIPREL for environmental information*

MEANS AND RESOURCES

Our work was carried out by a team of 6 people between November 2019 and June 2020 and took a total of 5 weeks.
We conducted 5 interviews with people responsible for preparing the Statement, representing in particular the Sustainable Development and Human Resources Directions.

CONCLUSION

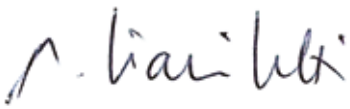
Based on the procedures performed, nothing has come to our attention that causes us to believe that the Consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

COMMENTS

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following comments:

- The Group Eranove has implemented a methodology of identification of main non-financial risks that does not include criteria or rating scale for impact and probability; the list of the main non-financial risks was draw up based on the collective consultation of the Group's companies and Top Managers according to their qualitative assessment of the level of risk, and was validated by the Board of Directors.
- The Group Eranove implements actions to reduce its carbon footprint, in response to environmental risks and especially to the risk of resources availability reduction due to climate change, but did not define at this stage any mid-term and long-term objective of GHG emissions reduction.

Done in Paris La Défense, June 9, 2020
The independent third-party organisation
MazarS SAS



Marc Biasibetti
Associé

Edwige Rey
Associée RSE & Développement Durable

ANNEXE 1 : INFORMATION CONSIDERED TO BE THE MOST IMPORTANT

Qualitative information (actions and results) relating to the main risks and CSR priority projects

- Forward-looking management of jobs and skills
- Safety of employees at work and during projects
- Reduction of greenhouse gas emissions
- Fight against fraud
- CSR advocacy and communication
- Ethical alerts
- Certification process

Quantitative indicators including key performance indicators

Social aspect	
Headcount and distribution	Headcount at 31/12/2019
	Female headcount at 31/12/2019
	Headcount by age range at 31/12/2019
Absenteeism	Severity rate
	Frequency rate
	Number of theoretical working days
Temps de travail	Theoretical working time
Absentéisme	Absenteeism rate
Formation	Number of training hours per employee
Certification	Coverage rate of OHSAS 18001 / ISO 45000 certifications

Environmental aspect	
Production & distribution of water	Water production internal return
	Network return
Production & distribution d'électricité	Part of renewable electricity generation capacity (MW)
	Total production of hydroelectricity power plants
	Share of renewable electricity generation
	Electricity production return
	Electricity production return (Abidjan)

Societal aspect	
Quality of service	Average power outage time
	Compliance rate for physico-chimical / microbiological analyses
Promotion de l'éthique	Expenses related to ethics promotion
	Persons trained to ethics

1 *ISA 3000 - Assurance engagements other than audits or reviews of historical financial information*
2 *CIE and SODECI for all information; CIPREL for environmental information*

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