



ContourGlobal

# 2012 Annual Corporate Sustainability Report

CONTOURGLOBAL®





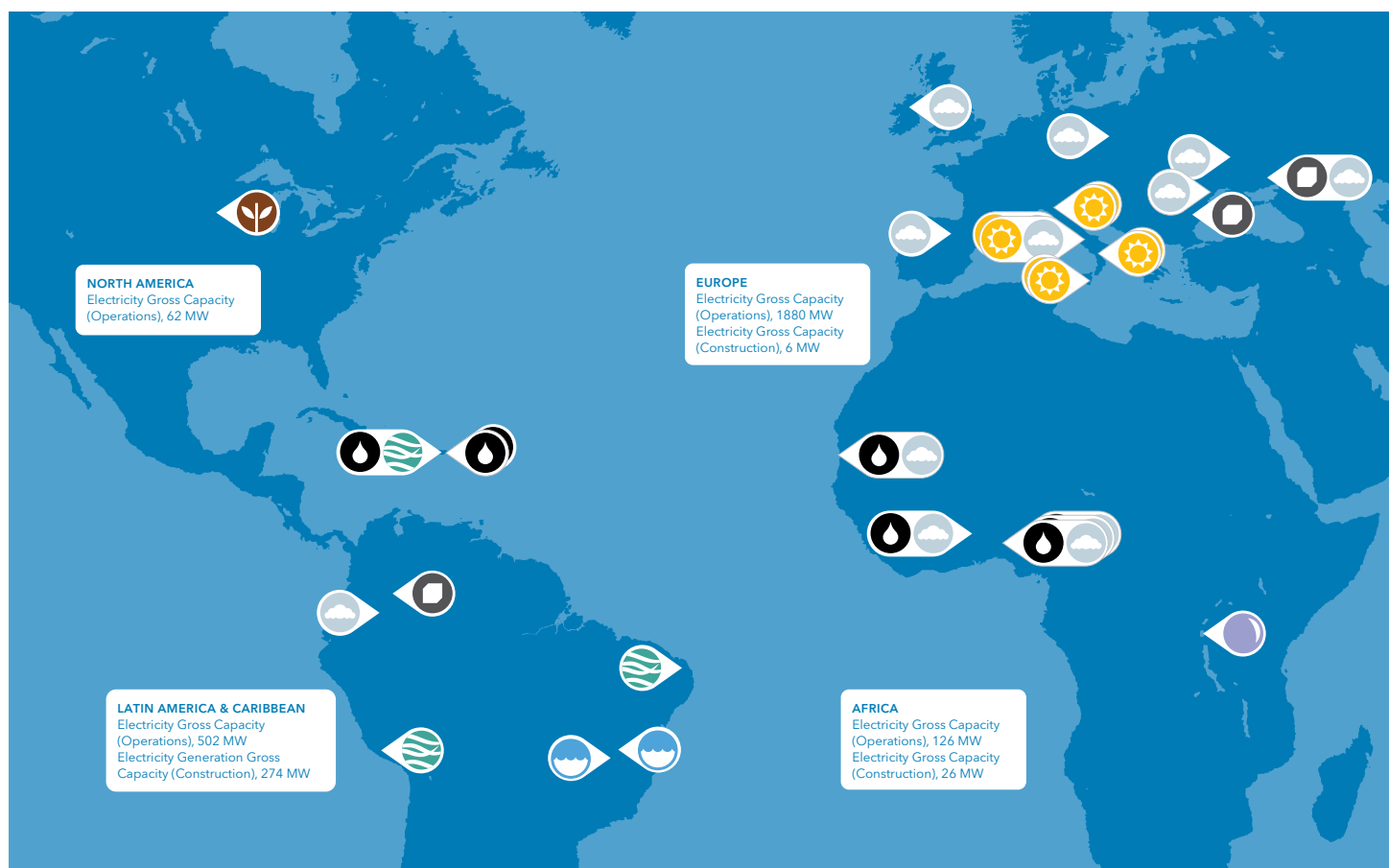


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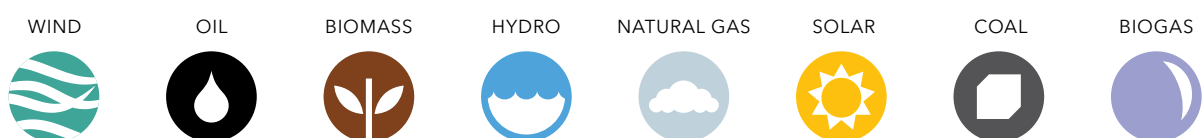
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# ContourGlobal

ContourGlobal is a global power producer with operations on four continents in sixteen countries. In 2012, ContourGlobal has a gross capacity of 2,540 MW of electricity in operations with 306 MW in construction, while employing 1,411 people.



## FUEL TYPE KEY

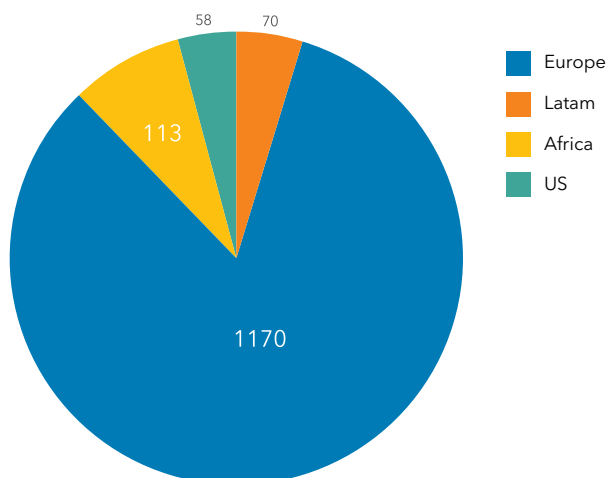


## Our History

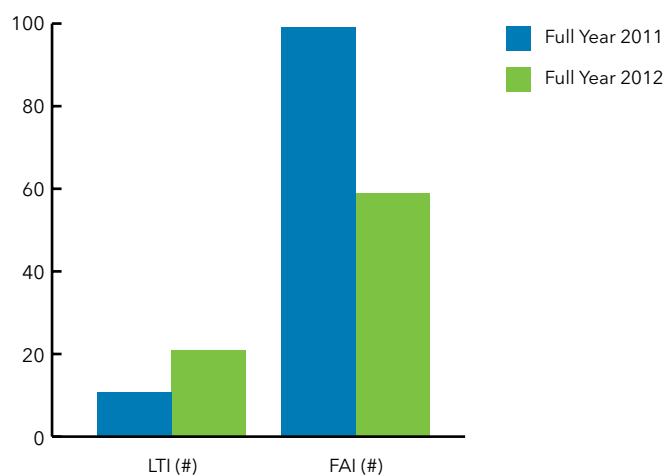
2005	<ul style="list-style-type: none"> <li>Founded by Joseph C. Brandt and Reservoir Capital</li> </ul>
2006	<ul style="list-style-type: none"> <li>Powerminn, United States - Acquisition During Construction</li> <li>Sochagota, Colombia - Acquisition</li> <li>Kramatorsk, Ukraine - Acquisition and start of rehabilitation</li> </ul>
2007	<ul style="list-style-type: none"> <li>Powerminn, United States - Commercial Operations</li> <li>São Domingos II, Brazil - Construction Groundbreaking</li> </ul>
2008	<ul style="list-style-type: none"> <li>Kramatorsk, Ukraine - Boiler Reconstruction (1st)</li> </ul>
2009	<ul style="list-style-type: none"> <li>São Domingos II, Brazil - Commercial Operations</li> <li>Kramatorsk, Ukraine - Boiler Reconstruction (2nd)</li> <li>Ploiesti Solutions, Romania - Commercial Operations</li> <li>Lomé, Togo - Construction Groundbreaking</li> </ul>
2010	<ul style="list-style-type: none"> <li>Termoemcali, Colombia - Acquisition</li> <li>Energies Saint Martin and Energies Antilles, French Territories - Acquisition</li> <li>Lomé, Togo - Commercial Operations</li> <li>Nogara Solutions, Italy - Commercial Operations</li> <li>Knockmore Hill Solutions, Northern Ireland - Commercial Operations</li> <li>Galheiros, Brazil - Construction Groundbreaking</li> <li>Apapa, Ikeja, and Benin Solutions, Nigeria - Construction Groundbreaking</li> <li>Radzymin Solutions, Poland - Construction Groundbreaking</li> <li>Kiev Solutions, Ukraine - Construction Groundbreaking</li> <li>Five Rooftop Solar Plants, Italy - Construction Groundbreaking</li> <li>Sabaudia Solar Plant, Italy - Construction</li> </ul>
2011	<ul style="list-style-type: none"> <li>Sicily Solar, Italy - Construction, Commercial Operations</li> <li>Arrúbal, Spain - Acquisition</li> <li>Maritsa East 3, Bulgaria - Acquisition</li> <li>Five Rooftop Solar Plants at Solutions Sites, Italy - Commercial Operations</li> <li>Asa Branca, Brazil - Construction Groundbreaking</li> <li>KivuWatt Phase I, Rwanda - Construction Groundbreaking</li> </ul>
2012	<ul style="list-style-type: none"> <li>Oricola Solutions, Italy - Construction Groundbreaking, Commercial Operations</li> <li>Inka, Peru - Acquisition, Construction Groundbreaking</li> <li>Kiev Solutions, Ukraine - Commercial Operations</li> <li>Apapa and Benin Solutions, Nigeria - Commercial Operations</li> <li>Galheiros, Brazil - Commercial Operations</li> </ul>
2013	<ul style="list-style-type: none"> <li>Bonaire, Netherlands Antilles - Acquisition</li> <li>GTi Dakar, Senegal - Acquisition</li> <li>Radzymin Solutions, Poland - Commercial Operations</li> <li>Asa Branca, Brazil - Commercial Operations</li> </ul>

# 2012 At a Glance

## EMPLOYEES BY REGION

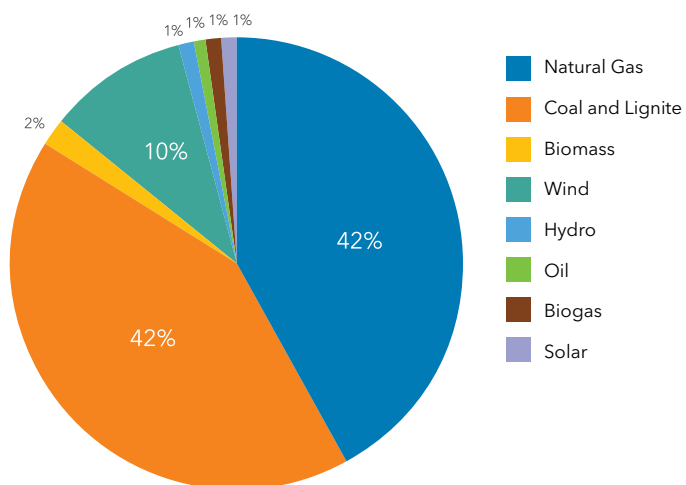


## HEALTH & SAFETY OVERVIEW

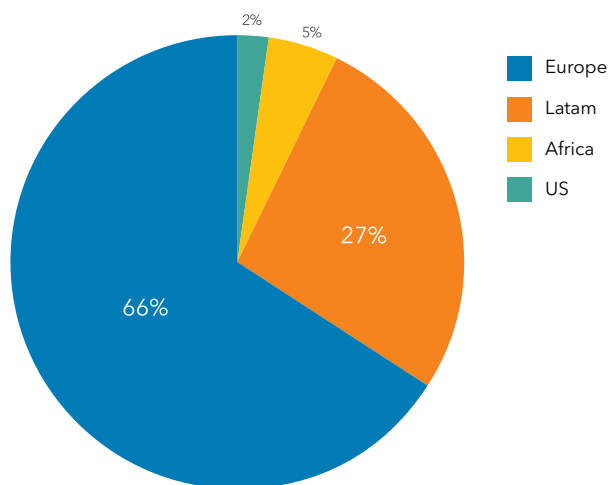


LTI: An incident in which personal injury is sustained resulting in an employee being unable to work a full assigned workshift.  
FAI: A work-related injury that requires first-aid treatment.

## GROSS CAPACITY BY FUEL TYPE



## GROSS CAPACITY BY REGION







**INSTALLED ELECTRICITY CAPACITY IN  
OPERATIONS AND CONSTRUCTION  
INCREASED BY 4% IN 2012 TO 2,846 MW**

**TOTAL FULL-TIME EMPLOYEES INCREASED  
FROM 1,354 IN 2011 TO 1,411 IN 2012,  
AN INCREASE OF 4%**

**HEALTH & SAFETY LOST TIME INCIDENTS  
INCREASED FROM 2011 BY 10 FOR A  
TOTAL OF 21 LTIs**

**INTERNAL HEALTH & SAFETY  
INSPECTIONS MORE THAN DOUBLED,  
FROM 4,187 INSPECTIONS IN 2011  
TO 8,965 INSPECTIONS IN 2012**



# Message from the CEO

## 2012 was a disappointing year on a number of measures

Most importantly, our health and safety performance was dreadful with a doubling of Lost Time Incidents (“LTIs”) despite continued visibility, additional resources and increased activities related to health and safety. Protecting ContourGlobal people, contractors and visitors from injury and death is one of the company’s core values and it is disappointing to have failed so thoroughly in such a critical area of operations. Beginning in the third quarter of 2012, we made significant changes in the health and safety organization and our approach to work and positive results were beginning to emerge. We will continue to do more to recover our health and safety performance and honor our commitment to creating and maintaining a healthy and safe working environment.

Elsewhere, we missed other significant business targets, most notably in the area of growth and capacity additions to our core markets and bringing major construction projects into operation. Growth companies must grow and ContourGlobal is no exception. While the nature of the development and acquisition business can be cyclical, our presence and success in our core markets of Latin America, Sub-Saharan Africa and Europe should enable us to maintain and execute a high-quality pipeline of opportunities both

development and acquisition related. Our inability to do so in 2012 was another major disappointment and has produced introspection and soul-searching by the organization, organizational change, and a growth recovery plan. Particularly in places like Sub-Saharan Africa, our work most embodies our values and mission, and where we have been active and successful for many years, we can, must and will do better.

Still, as we have demonstrated many times in our past, ContourGlobal is resilient, nimble and entrepreneurial and has shown the capacity to change, quickly recover, and improve from setbacks and disappointments. ContourGlobal people will reflect upon and learn from our experiences in 2012 and again show their mettle.

The year was not a total loss. In October we broke ground on a 113 MW wind project in Peru, one of the fastest growing countries in South America with energy demand growth that is expected to double in the next eight years. We broke ground at the Cupisnique and Talara sites in December with the support of a loan facility from Corporación Financiera de Desarrollo S.A. (COFIDE), the Peruvian State Development Bank.

Our Talara and Cupisnique wind farms are a “triple first”: a new market for ContourGlobal, a new technology for Peru, and a new lender. This project is a perfect illustration of the extraordinary possibilities provided by our global platform. Once again, a multinational project team from offices

in São Paulo, Bogota, New York, Madrid and Paris, worked collaboratively and virtually across multiple locations to bring the project into being and begin executing the construction plan. We utilized technological advances to communicate real time as well as traditional face-to-face meetings – and this adaptability and flexibility continue to be critical to our success.

2012 also saw the arrival of the first wind turbines at our Asa Branca project in Brazil. The 160 MW project in the state of Rio Grande do Norte, slated for commercial operations in 2013, draws on the extraordinary wind resource of Brazil’s northeastern coast to power over 340,000 homes under a 20-year power purchase agreement. Through the construction phase, we are generating over 600 direct and 2,000 indirect jobs for the people of the region in partnership with GE Energy, our turbine supplier, and BNDES, the Brazilian Economic and Social Development Bank, our financing partner. Elsewhere in Brazil, we brought our Galheiros hydro-electric facility in the Brazilian State of Goiás into operation, adding and thereby added an additional 12 MW of run-of-river power to the Central Brazilian region. In Europe and Africa, we also brought into operation, albeit late, two projects in Nigeria and Ukraine.

As noted above, setbacks and challenges seemed to dominate our year. We didn’t grow as we had planned and we didn’t operate our existing assets as we expected to operate them despite the addition of





São Domingos II and Galheiros Hydro-electric facilities, São Domingos, Brazil

a corporate operations team around our new Chief Operating Officer.

As reported in our Performance Impacts, our Equivalent Forced Outage Rates ("EFOR")<sup>1</sup> increased at two of our significant businesses. São Domingos II's EFOR increased by 28% due to a major penstock failure and Maritsa's EFOR increased by 3% due to boiler tube failures. Additionally, rotor failures during the commissioning phase at Galheiros delayed full commercial operations.

However, our Health and Safety performance was our most significant and serious operational failure of the year. As our LTIs doubled and our OSHA rate ticked up, we found ourselves reacting rather than driving positive change. By the fourth quarter we stabilized our health and safety performance through a

global focus on intensive training but we did not achieve our targets and are gravely disappointed with our performance.

At ContourGlobal, we believe it is essential to manage responsibly our impacts on the communities where we operate. This year we made considerable progress in formalizing programs to foster positive relationships with our stakeholders and the local communities where we work and we continue to make social investments aligned with our business and tailored to meet the needs of each of our communities.

In 2012, some of ContourGlobal's most significant achievements were not financial or technological, but social. This year, we took concrete steps to realize our 2011 plan to incorporate social responsibility into our core business model, developing a sustainability strategy and corporate action plan to ensure that we, as an organization, put people before power. Incorporating and applying these principles led us to implement new reporting methods for environmental Key Performance Indicators and refine our Health and Safety organization; fulfilling responsibility often requires adaptation and we are proud to have improved in

these two areas in 2012.

We want to make the places we touch better and this simple commitment drives numerous global organizational initiatives and programs from human rights and environmental and social protection to transparency and anti-corruption. 2012 saw meaningful progress implementing this overarching commitment to dual betterment. We complemented our long standing commitment to human rights found in our employee handbook and Business Code of Conduct with our first Human Rights Policy Statement, centralizing our commitments into a cohesive document and initiating an important dialogue within the ContourGlobal community.

As a sizable industrial producer doing business in many remote and under-developed parts of the world, we create significant local and global supply chain impacts that require careful attention and management. In 2012 we endorsed the United Nations Global Compact Principles in a new Supplier Code of Conduct and Supplier's Guide to the UN Global Compact Principles. We will continue training and roll-out of this cornerstone of responsible supplier decision-making in 2013.

1. Equivalent Forced Outage Rate ("EFOR") is a calculation frequently used to measure a plant's reliability. This metric is an indicator of the probability that a unit will not be able to perform at the required load when called on, i.e., an indicator of the time a unit is forced out due to unplanned problems or maintenance. The calculation for EFOR is:  $EFOR = \frac{FOH + EFDH}{FOH + SH + EFDHRS} \times 100\%$  Where: FOH is Forced (Unplanned) Outage Hours, EFDH is Equivalent Forced (Unplanned) Derated Hours, SH is Service Hours, EFDHRS is EFDHs that occur during periods of Reserve Shutdown



From its inception, ContourGlobal has pledged to conduct business transparently and with the highest ethical standards. Even in our early years as a much smaller company we took steps to formalize this commitment through the adoption and, promulgation of our Anti-Corruption policy, the adoption of the United States Overseas Private Investment Corporation's Anti-Corruption Handbook, the voluntary accession in 2007 to TRACE International, the leading non-governmental organization formed to combat corruption, and training about these issues and policies that reflected our commitment to do businesses in many of the world's toughest places but to do that business with integrity and transparency. In 2012 we took two additional significant steps to further our commitments by hiring a dedicated Chief Compliance Officer and drafting and adopting our first Anti-Corruption Handbook, a 30-page document containing, in "plain English" and translated into nine languages, policies and supporting guidance that reflect our commitments to conduct business ethically.

Each ContourGlobal person is responsible for ensuring the long-term success of the company, including our sustainability commitments. This principle was as important when we were just three people as it is today when we are over 1,400 people. In 2012 we tackled the challenge of integrating these commitments into our business strategy, our day-to-day operations, and our organizational culture by developing a new Impact Measurement Framework, modeled after igdIMPACT, the Initiative for Global Development's practical, business-oriented approach to impact measurement. The framework starts with establishing sustainable business

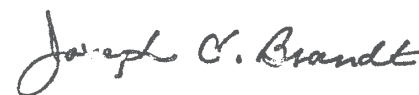
objectives across all areas of the business - development, construction and operations, corporate services, and even our operating environment. By analyzing each business' impacts on its value chain and identifying areas where we can improve at all levels, ownership over sustainability commitments is diffused and each person in the organization plays a part. Further, by selecting metrics to measure our success, we can be held accountable and report transparently. We believe this innovative approach will lead to more sustainable business practices, leading to economic growth, expanded opportunities, and more effective partnerships with stakeholders.

2012 also saw other significant efforts to build upon our commitment first articulated in 2010 to "mainstream our sustainability policy" by integrating it into our daily operations. We emphasized stakeholder communication and data driven analysis and understanding of our sustainability performance. Our internal newsletter "The CG Way to Sustainability" continues to help us build momentum around our sustainability initiatives, and events such as our first ever global webinar on "Celebrating Social Investment" drives our commitment beyond power. We also hosted a successful session of the integral "ContourGlobal Way" in Lomé, a unique opportunity for our newest managers to learn about our best practices and acquire significant knowledge about our plant, our people, and our social investment activities in Togo. The highly interactive format of the session, coupled with unique opportunities to meet with our key stakeholders in the Togolese government, visit and review several of our social investment projects with the community, and meet with Robert E. Whitehead, the U.S.

Ambassador to Togo, made this an unforgettable event and a highlight of 2012.

We further strengthened our executive team with the addition of Alessandra Marinheiro, Chief Executive Officer ContourGlobal LatAm, and Jean Christophe Juillard, Executive Vice-President and Chief Financial Officer.

2013 will be better than 2012 - this much we can assure. We will build upon our successes, improve upon our failures and continue to assess our organization and performance with a "cold eye," never fearing to make fundamental change if this is required to improve our performance, realize our potential and live up to our values. We remain committed to and continue to model our sustainability strategy on the United Nations Global Compact's ten principles and the Compact's Blueprint for Corporate Sustainability Leadership. Given our commitment to go to those places where we can have the greatest positive impact, we have increasingly taken guidance on responsible business in conflict-affected and high-risk areas from the UNGC. Our business strategy is well aligned with the "Sustainable Energy for All" initiative launched by the United Nations Secretary-General. Our business locations are ideal to launch projects enhancing access to electricity. Our innovative culture and ability to work across cultures sparks the creativity needed to improve energy efficiency. Our expertise in wind, hydro and solar will drive our renewable portfolio growth, introducing more clean energy into the global energy mix. It remains an exciting time for our business and our people.



**Joseph C. Brandt**  
President and Chief Executive Officer

# Our Business

ContourGlobal develops, acquires, and operates electric power generation businesses. We manage and operate a portfolio of 34 power projects, with 2,846 megawatts ("MW") of installed gross capacity in operation and construction, and 156 MW in late stage development. This portfolio spans sixteen countries and four continents, utilizing a wide range of fuel types, technologies and equipment. In 2012, 27 of these projects were in operation (collectively, our "operating assets"), with a combined installed gross capacity of approximately 2,540 MW – approximately 85% of our total portfolio capacity. Our projects in construction represent 306 MW, including 113 MW of wind power in Peru acquired in October, 2012 (with ground-breaking in December) as well as three other projects under construction in 2012. Our construction projects are slated to come on line in 2013 and early 2014.

We operate two primary business lines: (i) an independent power producing

("IPP") business and (ii) a customized energy solutions business ("CG Solutions"), and at each business we have a single customer. Our IPP business develops, acquires and operates power-generating plants for national grids and utilities under long term power-purchase contracts in both developed and developing markets. These contracts usually provide electricity to a single entity that then distributes the electricity to grids for use by businesses, governments, and homes. This business comprises approximately 97.5% of our installed gross portfolio capacity.

Our ContourGlobal Solutions business comprises approximately 2.5% of our portfolio's total installed gross capacity. Our Solutions business develops, constructs and operates (i) co-generation facilities, which produce electric power and heat (the "Co-Gen Facilities"), (ii) tri-generation facilities, which produce electric power, heat and chilled water (the "Tri-Gen Facilities") and (iii) Quad-Generation facilities, which produce

electric power, heat, chilled water and captures and purifies food-grade CO<sub>2</sub> (the "Quad-Gen Facilities"), in each case utilizing a single operating system. The Solutions business also manages our solar business that includes both rooftop photovoltaic solar installations as well as ground-mounted installations. Our CG Solutions business develops and operates customized, on-site energy solutions in developed and developing markets to enhance the energy efficiency and environmental profiles of corporate clients with a flagship client, the Coca-Cola Hellenic Bottling Company ("CCH").

We are a world-class operator and invest for the long-term. We have significantly improved operations at the facilities we have acquired and our experienced management team uses best practices across environmental, health, safety and operations standards, providing us with significant advantages in operations management, development, acquisitions and financing.



Our KivuWatt Power Plant in Kibuye, Rwanda



# Our Stakeholders

We believe that to build a sustainable organization, we need to listen to our stakeholders, understand their concerns, and incorporate their ideas into our strategic undertakings. Through stakeholder engagement, we are able to channel our resources in the most positive way, developing our business efficiently and innovatively. Our stakeholders represent a broad range of individuals and entities including employees, employee representatives, managers, customers, suppliers, contractors, lenders, investors, local authorities, governments, non-governmental organizations, and the communities where we operate.

## **EMPLOYEES, MANAGERS AND EMPLOYEE REPRESENTATIVES**

ContourGlobal has over 1,400 employees worldwide and employee representatives are appointed in many of our businesses. Stakeholder engagement in this group takes many forms. Both informal and formal, and these stakeholders are mainly concerned with issues relating to working environment and compensation.

**CUSTOMERS** We engage with our customers regularly on supply and demand of electricity, pricing and a myriad of other issues. Our approach is to be fair and focus on a workable solution, even when this creates tension between our stakeholder groups. For example, we recognize that in many of our communities the price of electricity is extremely high for the end-user while our investors expect a threshold return on their investment. In these cases, we work closely with our customers to creatively structure transactions that can

work for both sides. In other situations, we have successfully negotiated with suppliers or customers to pass on benefits to our customers to reduce electricity costs. Another approach we have used is to provide flexible pricing based on efficiency and dependability. This type of value sharing incentivizes all parties to build sustainable projects.

**SUPPLIERS** Responsible suppliers are critical to meeting customer demands and we engage with our suppliers routinely to ensure we can operate successfully on a daily basis. When we structure our transactions, we properly assess all aspects of our suppliers for reliability and commercial feasibility so that when we operate our plants, our suppliers are true partners in the production process. Additionally, we work to ensure that our suppliers meet the UN Global Compact principles. Our ongoing dialogue with our suppliers includes quality assessments and idea sharing.

**CONTRACTORS** Providing safe and reliable electricity supply also requires excellent relationships with contractors during construction and operations. We use Engineering, Procurement and Construction contracts to build our sites and a variety of different contractors and consultants to “keep the lights on”. We engage regularly, often daily, with our contractors to conduct activities and to solve problems and it is essential for us to work only with contractors that meet our standards in the areas of health and safety, environment, human rights, labor, and anti-corruption.

**INVESTORS, BANKS, MULTI-LATERALS AND OTHER FINANCIAL INSTITUTIONS** Building or acquiring power facilities require large amounts of capital from a variety of sources. We have successfully engaged with investors, banks and multi-lateral institutions, insurance companies, pension funds, and other institutions and continue to have ongoing dialogue with this group. We address stakeholder concerns about financial and social performance through reporting, due diligence activities and business improvement idea generation.

**GOVERNMENTS AND LOCAL AUTHORITIES** ContourGlobal fosters a close relationship with the governments and local authorities where we operate. We play an important role in the development of the electricity sector in many countries and by engaging with these stakeholders in a two-way dialogue, we can positively influence decision-making while being open to more effective ways of doing business.

**NGOs** We believe that non-governmental organizations offer a unique perspective on many issues important to ContourGlobal. We approach our relationships with NGOs as partners, seeking mutually beneficial solutions to environmental and social issues.

**COMMUNITIES** Our power plants and operations directly affect the communities where we are located, not only as a provider of electricity or heat but as a local business and taxpayer. We keep an open dialogue with the community members through face-to-face meetings, town hall meetings and educational site visits, addressing



concerns about land boundaries, heat and electricity supply, and social investments. Community feedback is embedded in our business strategy, particularly in the area of social responsibility.

We take an inclusive and transparent approach with our stakeholders, sharing and receiving information in both formal and informal settings. We identify our stakeholders early in project development, frequently engaging in formal stakeholder assessments, and we continuously engage with stakeholders throughout a project's life. Often such communication is challenging due to the variety of stakeholders, the countries in which we operate and the complex nature of our business. Thus, we take a "local" approach when engaging with stakeholders, empowering our business leaders to identify the expectations and interests of stakeholders with oversight from senior leadership in the areas of process and sometimes decision-making.

We believe it is critical to establish channels of communication for our stakeholders to engage with us and through transparent dialogue we will meet our stakeholders' needs. To achieve this we have established a Stakeholder Engagement Framework and will be requiring all of our businesses to adopt a formal program to interact with stakeholders within the next two years. Additionally, we have designed a robust grievance mechanism that can be utilized by all our businesses, and our Sustainability Committee is working with business leaders to ensure that this tool is well known within our communities and utilized to provide feedback for improvement. In addition to these procedures, we continue to conduct social due diligence and community needs assessments for new projects and adhere to our internal policies when protecting the rights of indigenous peoples.

## Our Path to Protect, Respect, and Remedy

Our stakeholders at our KivuWatt project in Rwanda include the residents of the community, the local government authorities and the national government. Led by our community liaison officer, the KivuWatt business regularly engages with these communities to inform, educate, and meet needs.

Our road safety campaign, for example, was designed to promote awareness of road hazard risks for students and families that work near our sites. Because of the significant impact of high volume industrial road traffic related to construction of our project, everyday activities like walking to school became even more dangerous. In response, we educated 10 primary schools and 6 secondary schools, with a total of 7,055 students, on the hazards of walking on busy roads.

KivuWatt also engaged with the community by carefully listening to grievances. Two grievances were raised by individual landowners in 2012, both involving questions about land ownership of our project site. Following our grievance procedures, we hosted meetings, consulting with the land bureau, the Village Chief, the Mayor, the district engineer and other officials to come to an equitable resolution.

We are also working closely with a group of people in the community that we have identified as "Project Affected Persons" or "PAPs." The PAPs live in close proximity to our site and, while they were not directly displaced by the project, the families will be impacted by our operations. After identifying the PAPs we proactively, and voluntarily, began working with them to develop a cooperative sustainable business, building commerce in the region with positive results for the PAPs. Our brainstorming sessions on project ideas resulted in developing a maize mill project where ContourGlobal will contribute equipment and training to the PAPs who will operate the business independently in the future.

Our ContourGlobal Togo business distributes treated mosquito nets to the community





# Our 2012 Corporate Action Plan Performance

In our 2011 Annual Corporate Sustainability report, we shared our inaugural Corporate Action Plan for 2012 – a set of measurable actions identified to execute our sustainability strategy. Our Plan included both long-term and short-term objectives. Our progress toward achieving these objectives in 2012 was mixed. In some cases, we made some progress but didn’t completely meet our target within the calendar year. In other cases, we got sidetracked with other pressing business and the action was deferred. Some planned actions were reconsidered and strategic direction shifted. The 2012 highlights can be found below.

## STRATEGIC FOCUS: PROTECTING THE HEALTH AND SAFETY OF OUR WORKERS, CONTRACTORS, AND COMMUNITY MEMBERS

	ACTIONS	ACTIONS	ACTIONS	ACTIONS
	Zero harm to employees, contractors and community members	Expand and improve health and safety training	Directly link compensation incentives for all business leaders to our health and safety record	Increase the number of dedicated health and safety employees and site visits
KEY PERFORMANCE INDICATOR	LTI and First Aid Incident rates	Training hours per employee and per contractor	Adopt global Compensation Policy change	Increase H&S headcount by 20% in 2012
BASELINE 2011	1 contractor fatality, 11 LTIs, 99 FAIs (12 significant FAIs)	2011 Training Hours	No baseline data	Current dedicated H&S headcount: 18 (In prior year we reported 9 representing only the H&S team members at the group level. 18 represents the dedicated professionals across the entire organization and will be the baseline indicator going forward).
PROGRESS	In 2012 we had zero fatalities, 21 LTIs, 59 FAIs.* While the total number of incidents were lower in 2012, the doubling of our LTIs demonstrated that we did not learn from our FAIs of 2011, especially the significant ones. In the third quarter we initiated responsive measures including implementation of a formal incident investigation procedure and widespread circulation of safety alerts on significant incidents.	In 2012 we significantly exceeded our 2011 training hours with 57,579 total training hours (employees and contractors). Going forward we will track training hours/hours worked. For 2012 it was .87%.	While all of our business leaders were assessed on H&S indicators in performance reviews, we did not adopt a compensation policy directly linking H&S performance with compensation. Generally, H&S performance was reflected in discretionary bonuses and we will continue this approach in 2013.	Our headcount increased by 22% to 22 dedicated H&S professionals. All sites (except Solar) visited at least once a year by Regional OHS managers.

\*(Note: we are no longer distinguishing significant and non-significant FAIs)



## STRATEGIC FOCUS: MINIMIZE ENVIRONMENTAL IMPACTS

	ACTIONS	ACTIONS	ACTIONS	ACTIONS
	Achieve reductions on our 2011 levels of CO <sub>2</sub> emissions per GWh produced	Expand Solutions & Renewable Portfolio by adding 48 MW in capacity in 2012 and an additional 160 MW in capacity in 2013	Improve data collection to enable full ecological footprint calculation. Develop a corporate environmental audit program.	Develop a carbon strategy and value proposition including corporate goals and targets
KEY PERFORMANCE INDICATOR	Net CO <sub>2</sub> tonnes/MWh	Gross Capacity in MW	Environmental Reporting and Audit Programs implemented	Report on carbon strategy, goals and targets in 2012 Sustainability Report
BASELINE 2011	.63 Net CO <sub>2</sub> tonnes/MWh, Thermal; .31 Net CO <sub>2</sub> tonnes/MWh Solutions*	2011 Gross MW 2,498	Increase reporting metrics by 5 and conduct environmental audits at 3 businesses	No baseline data
PROGRESS	.87 Net CO <sub>2</sub> tonnes/MWh Thermal; .48 Net CO <sub>2</sub> tonnes/MWh. We did not achieve our target due to new assets placed in service.	In 2012 we expanded the Solutions and Renewable portfolio by 21.3 MW. We fell short of our target due to a construction delay at a Solutions plant.	We successfully increased our reporting metrics and conducted one environmental audit in 2012	We began developing a carbon strategy but it was not completed in 2012
	ACTIONS	ACTIONS	ACTIONS	
	For the unit converted in 2012, our NO <sub>x</sub> Emissions was 180 mg/Nm <sup>3</sup> , which is below the target KPI of 200 mg/Nm <sup>3</sup> . Our plant-wide NO <sub>x</sub> Emission average was 216 mg/Nm <sup>3</sup> , less than half our plant guideline of 500 mg/Nm <sup>3</sup> .	Complete ash recycling program at Sochagota, removing 13,628 tons of ash from the lagoon in 2012 and selling to cement and civil construction customers for reuse	Implement Flora and Wildlife Conservation programs, and Ichthyologic Monitoring program and an Environmental Education Program	
KEY PERFORMANCE INDICATOR	NO <sub>x</sub> Emission at Maritsa less than 200 mg/Nm <sup>3</sup> at 6% O <sub>2</sub>	Tons of Ash removed	Quantity of Data Collected and # of People Educated	
BASELINE 2011	Not applicable, annual measurement against target	37,774 tons removed from December, 2010 to November, 2011; 13,628 tons remaining in lagoon to be removed	Not Identified	
PROGRESS	Overall, our NO <sub>x</sub> Emissions in 2012 at Maritsa were 216 mg/Nm <sup>3</sup> at 6% O <sub>2</sub> , slightly higher than our target maximum but less than half of our plant guideline of 500mg/ Nm <sup>3</sup>	In 2012, 32.310 tons of ash were removed and recycled, achieving our target	In 2012 our Flora and Wildlife programs in Brazil hosted 4 monitoring campaigns collecting the following species: 24 fish, 22 amphibian, 38 reptiles, 138 birds, 30 mammals. Additionally we educated 3,411 people on environmental issues and ecology and conducted a reforestation program, planting 27,687 seedlings.	

\*(Note: 2011 is our first year of reporting and is our base year, however our 2011 data is restated to reflect updated information)







Construction underway at our Inka project in Peru.

## STRATEGIC FOCUS: OPERATIONAL EXCELLENCE IN ALL ASPECTS OF OUR BUSINESS

	ACTIONS	ACTIONS	ACTIONS
	Achieve portfolio operational targets for availability and capacity factor	Standardize operational monitoring, spare parts management and O&M procedures at each of the Solutions plants	Implement recommendations from 3rd party benchmarking of back office processes
KEY PERFORMANCE INDICATOR	Target to actual calculations for availability and capacity factor	% of businesses reporting on standardized metrics.	Improve benchmarked metrics by 10% or bring to peer group levels by 12/31/2013
BASELINE 2011	2012 Board Approved Budget	No baseline data	Not yet identified
<b>PROGRESS</b>	In 2012 53% of our plants achieved availability factor targets and 21% of plants achieved capacity factor targets	Our generation fleet standardized operational monitoring and reporting and Standard Operating Procedures were adopted across the portfolio. We did not achieve our target of spare parts management but we have streamlined and consolidated the general and operational management of our Solutions business and have designed a formal Continuous Improvement program, which will improve knowledge sharing and the origination and execution of improvement projects.	Benchmark data was provided to each corporate services leader but performance against the benchmark data was not tracked in 2012

## STRATEGIC FOCUS: A CULTURE OF TRANSPARENCY AND OPERATIONAL EXCELLENCE

	ACTIONS	ACTIONS	ACTIONS
	Adopt and distribute a revised set of compliance-related policies to all employees, including a Compliance Guide, and launch an anonymous Compliance Hotline/Website	Execute successfully our anti-corruption training program in all languages, including in-person and online training, and ensure all issues raised are properly addressed	Launch an internal corporate audit function and audit 3 high-risk businesses/ functions/ regions.
KEY PERFORMANCE INDICATOR	% of Employees receiving guide and launch of hotline	% of Employees Trained and include a footnote after Trained.*	Audit Report and Action Plan
BASELINE 2011	No baseline data for 2011 as this was a new initiative	85.5% of total employees completed anti-corruption training against a target of 85%.	No baseline data
<b>PROGRESS</b>	Our hotline was launched in 2013 and Compliance Guides were distributed to 100% of employees	73.3% of new hires completed anti-corruption training and 92.3% of targeted employees completed refresher training	This action was deferred until 2013 due to other business priorities

\*(revised from Training Hours per employee)







## STRATEGIC FOCUS: ENSURE HUMAN RIGHTS ARE RESPECTED IN OUR BUSINESSES AND THROUGHOUT THE VALUE CHAIN

	ACTIONS	ACTIONS	ACTIONS
	Adopt a global Human Rights policy and train organization on our Code of Conduct and Business Ethics and the newly adopted Human Rights Policy.	Actively participate in UN initiatives for businesses in conflict affected and high risk areas.	Adopt a supplier code of conduct, conduct human rights checks on our vendors and conduct vendor training.
KEY PERFORMANCE INDICATOR	% of employees acknowledging receipt of policy. Human Rights Training Hours per employee.	# of Senior Leaders participating in initiatives	% of vendors receiving code of conduct. % of vendors receiving human right check Training Hours per vendor.
BASELINE 2011	No baseline data	No baseline data	No baseline data
PROGRESS	In 2012 we decided to adopt a policy statement rather than a new Human Rights Policy. The Policy Statement was drafted though not adopted in 2012. Our training initiative was not implemented in 2012 though highlights of our Code of Conduct are reviewed with new employees during onboarding.	We actively participated in UN initiatives for businesses in conflict affected and high risk areas with two senior leaders participating in initiatives.	We made progress on this action, drafting our Supplier Code of Conduct, however adoption of the code and implementation of formal assessment and training was deferred until 2013 and will be implemented over a 3 year period.

## STRATEGIC FOCUS: EMBED SUSTAINABILITY INITIATIVES THROUGHOUT OUR ORGANIZATION AND WITH ALL OF OUR STAKEHOLDERS

	ACTIONS	ACTIONS	ACTIONS
	Train our businesses and stakeholders on the UNGC principles, our corporate sustainability policies and strategy, and the role that each individual plays.	Monitor and report our progress towards our sustainability targets	All business and office locations engage in a meaningful social responsibility project
KEY PERFORMANCE INDICATOR	Training Hours per employee. Employee Engagement Survey.	% of categories with negative variances to target	Social Responsibility Spend as a % of Project Revenue
BASELINE 2011	No baseline data	No baseline data	No baseline data
PROGRESS	Although we did not launch a formal training initiative, we created a Sustainability newsletter to keep the organization apprised of our activities and the importance of every individual's participation	Two senior leaders actively participated in UN initiatives, including initiatives for business in conflicted affected and high risk areas	We did not track our Social Responsibility spend in 2012, however, we did have 100% of our businesses engage in some form of social responsibility project



# Key Risks and Management Approach to Sustainability

## Our Key Risks

ECONOMIC RISK	OPERATIONAL RISK	MANAGEMENT RISK	OPERATING ENVIRONMENT RISK
<ul style="list-style-type: none"> <li>Return to Investors through Profitability and Growth</li> <li>Satisfaction of Debt Obligation</li> <li>Contractual risk</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Safety</li> <li>Reliability and Efficiency</li> <li>Environmental Impacts</li> </ul>	<ul style="list-style-type: none"> <li>Anti-Corruption</li> <li>Labor &amp; Human Rights</li> <li>Community Impacts</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory</li> <li>Capacity</li> <li>Infrastructure</li> </ul>

A sustainable business is one that creates long lasting value. At ContourGlobal we strive to do that by providing a vital resource – powering society while driving social and economic growth. To do this, we require significant capital investment to build and maintain our equipment, human resources with strong management and operational skills, stellar leadership, and an inclusive approach to our stakeholders. It is essential that we operate our plants safely, minimize our environmental footprint, and meet the expectations of our customers. Failure to do so jeopardizes our viability.

Building and operating power plants is a risky business. As an industrial company, we face hazards every day including exposure to live electricity, high pressure, high temperature, noise, hazardous substances, and other potential dangers. Given our global

platform, we are often faced with the additional challenge of working in countries where the existing safety standards do not represent best practices, either legally or culturally. Similarly, guidance on environmental standards is often lacking, even for businesses with potentially significant environmental impacts, and developing countries and societies where standards of transparency and business ethics are weak adds another level of complexity to our operations.

Access to technical training is limited in many countries, presenting us with challenges when staffing our green-field plants. Further, our projects can often be novel, contractually complex, and unique, with higher than average development and execution risk. We also face the risk of improperly assessing our impacts or not identifying the right ways to engage socially.

Additionally, we face interrelated risks. For example, although reliability is an operational risk, it will often impact the economics of the project resulting in risk to our lenders or investors. Similarly, a community impact such as failure to inform our neighbors of the risks of a power plant might result in a safety incident.

## Our Management Approach to Sustainability

We manage our risks and drive development by aligning our business strategy with sustainability principles to ensure we make the right decisions for all stakeholders of our business. We orient our day-to-day objectives on four main principles:

- Grow Well



- Operate Safely and Efficiently and Minimize Impacts
- Conduct Business Ethically and Transparently
- Enhance Our Operating Environment

## Grow Well

We want to develop sustainable businesses – those that can provide reliable electricity to our customers with the lowest commercial risk. How? We create and hold assets for the long-term – to receive the most attractive rate of return on large capital investments – and we seek reliable and creditworthy partners to purchase our power, provide our equipment, construct our plants and supply our fuel.

We focus on expanding power access in underserved areas, seeking to provide a much needed commodity while also leveraging our strengths as a company. Our deep experience in developing markets and our strong relationships with multilateral lending institutions give us a comparative advantage, and our ability to work collaboratively across multiple time zones and quickly take smart decisions gives us an edge over our competitors. In 2012, we benefited from this expertise, these relationships, and teamwork when we ventured into Peru, adding 113MW wind project to our portfolio and providing much needed capacity to the country.

However, ContourGlobal will not only look at underserved markets. We believe that we benefit from a diversified asset base and, as we make significant capital investments into long-term assets, we need to generate operating cash flow to sustain the global business. In 2011, we made two significant investments in mature businesses for that purpose and this approach has paid off. Stable businesses in established markets provide

us the freedom to look for the “right” transactions, i.e., those that meet our rigorous investment criteria. It is not enough for us just to grow, we want to grow well.

Thus, our growth strategy includes some “outside the box” thinking. We are exploring ways to expand our products and services, advance next-generation renewable technologies and deploy innovative approaches to energy efficiency. While we are not a research and development shop and do not specifically track our R&D expenditure, we utilize our talents well. Our Grow Well working group is spearheading an initiative to identify new ideas in the market and review their application to new or existing businesses. Our Solutions business, an extraordinarily innovative business group itself, is piloting our Continuous Improvement initiative to improve our efficiency metrics even further. In Togo, we commissioned our 100 MW plant in to run on natural gas, reducing our use of heavy fuel oil. By designing our plant to be able to run on gas and then completing the commissioning, our client can now choose to dispatch on a more energy efficient fuel at a significantly lower cost to society.

Throughout the project development phase, we collaborate closely with all stakeholders in our project planning to ensure our infrastructure investments make sense for us and our customers. Utilizing our assets efficiently, contributing to a clean energy model, increasing disposable income by expanding access to affordable energy – this is how we grow well.

## Operate Safely and Efficiently, and Minimize Impacts

A sustainable power company begins with a commitment to operational excellence that includes providing a safe and healthy workplace, minimizing

environmental impacts through planning and innovation, operating reliably and meeting performance targets, and developing and training the people who operate the equipment. By adhering to a strict set of health and safety standards, and monitoring our performance with a critical eye, we tackle our most important challenge which is keeping people on our sites safe from harm. While the hazards of generating electricity are unavoidable, and complicated by the global nature of the business, we do not accept “different standards for different places.” adjust our standards for either scope or location. Instead, we hold all of our people and contractors to the highest international standards and report transparently our failures and our successes. We believe that it is only through open and honest dialogue that we can improve and achieve operational excellence.

In 2012, we were severely disappointed with our health and safety performance. Our Lost Time Incidents<sup>2</sup> of 21 nearly doubled from 2011 and our OSHA Rate<sup>3</sup> of .64, .87 for employees and .47 for contractors, increased significantly from our 2011 rate of .35.

Our leading indicators, however, tell a different story and our improvement particularly in the fourth quarter of 2012, provide encouragement that our health and safety initiatives are having an impact. We increased our safety inspections dramatically from 4,187 in 2011 to 8,965 with 3,369 taking place in the fourth quarter.

2. An incident in which personal injury is sustained resulting in an employee being unable to work a full assigned workshift

3. OSHA (Occupational Safety and Health Administration) incident rates are an indication of how many incidents have occurred. The OSHA Lost Time Rate is calculated as follows:  

$$\text{OSHA Lost Time Rate} = \frac{(\# \text{ of OSHA Lost Time Cases} \times 200,000)}{\# \text{ of hours worked;}}$$

Where Lost Time Cases are any occupational injury or illness, which results in an employee being unable to work a full assigned work shift. That is, the employee is off from work (lost workday), or restricted in their job (i.e., no lifting, climbing, etc.) or transferred to another job (restricted days). As defined by OSHA, a fatality is not considered a lost time case.





Our Quad-Gen Solutions facility in Ploiesti, Romania.

Our hazard<sup>4</sup> reporting also improved significantly, with 2,480 hazards reported in 2012 compared to 1,028 in 2011. The 2,006 hazards reported in the third and fourth quarters of 2012 versus the 474 hazards reported in the first and second quarters demonstrate the intense focus we placed on observing our daily activities to reduce accidents. Hazard reporting, root cause analysis of incidents, and mitigation plans led us into 2013 with renewed optimism.

We continue to emphasize health and safety training throughout our organization and, in 2012, we logged 57,579 hours of training of both employees and contractors and continued implementation of our bespoke training program designed for the power sector, with 21 professionals attending the unique course. Responding to our failures in this area, we hosted a Safety Stand Down, an event led by our Chief Executive Officer and Chief Operating Officer where businesses stopped work during the day to attend a global

4. Something that has the potential to cause harm or damage.

webinar focused on getting back to safety basics and turning around our performance. Additionally, we celebrated World Safety Day on April 28th and started a Safety Alert Process in October, 2012 in which we share information about significant incidents with business leaders and operating personnel.

In the first quarter, each business developed health and safety scorecards, in line with our corporate objectives, and we regularly measured progress against these targets throughout the year. Our Health & Safety Working Group continued to meet on a bi-weekly basis to discuss our safety performance, share lessons between businesses, and promote our company safety culture.

All of our businesses (except our unmanned solar facilities) were inspected at least once during the year by one of our regional health and safety managers. At the end of the year, five of our businesses received an award through our Safety Reward Program. Additionally, our businesses adopted emergen-

cy plans in the event of disasters.

In the fourth quarter, we conducted 21 site assessments to ensure compliance with our health and safety standards and began work on a contractor safety management program. We also built a Safety Inspection Recovery plan at each business to improve our safety performance and our regional COOs and Health & Safety team began work on a program called "How to Reverse the Trend," a program designed by and for site managers to achieve top decile safety performance.

In addition to leading our health and safety initiatives, our Global COO also led our environmental programs in 2012. Minimizing our environmental impacts through planning takes a two-pronged approach. First, we need to ensure that we are complying with all environmental regulations and best practices. In a global organization where laws and regulations vary significantly from country to country and require detailed knowledge about the market, we manage this with the right people



on the ground and in the region. For example, in Peru we are required to comply with the General Environmental Law, approved by Law No. 2861117 (GEL), a regulation governing environmental management, and the Regulation of Citizen Participation, approved by Ministry Resolution N° 223-2010-MEM/DM "Aprueban Lineamientos para la Participación Ciudadana" (RCT). Our local and regional environmental and regulatory specialists oversee compliance with these regulations in addition to managing our environmental impact assessment, engaging with stakeholders, planning our monitoring activities, and, most importantly, identifying opportunities to minimize impacts in the design phase of the project.

As projects move into the construction and operations phases, the COO sets strategic environmental targets, oversees our Environmental Management Program and addresses environmental issues as they arise. A dedicated group of internal Environmental Sponsors at each location monitor our activity and ensure compliance at each site, including adherence to existing permits and new legal and regulatory changes. Additionally, Sponsors report environmental metrics to the management team and work closely with our finance teams to meet lenders' unique environmental requirements. Sponsors are also responsible for undertaking environmental audits at the appropriate time and implementing corrective actions.

The second prong of our approach to minimizing environmental impacts involves adopting innovative methods to maintain or decrease our carbon, air, waste and water footprint. Given our diverse portfolio of fuels, managing CO<sub>2</sub> emissions from fossil fuel combustion requires a forward thinking approach and creative solutions. As a growth company, we focus mainly on carbon intensity rather than setting carbon reduction targets so that we can continue to develop projects

around each country's needs rather than foreclose low cost electricity generation solutions for poor countries. Our experience tells us a sustainable business can be built around a multi-fuel approach. In many markets, particularly the underserved markets, the demand for reliable base-load power and the low cost of indigenous fossil fuels dictates a technological solution that may increase our overall CO<sub>2</sub> emissions. However, we balance that impact by a strong commitment to operational efficiency to minimize the CO<sub>2</sub>, NO<sub>x</sub>, SO<sub>2</sub>, and mercury impact from our fossil fuel combustion. The adoption of efficient technologies throughout our fleet and the expansion of our Solutions portfolio, the addition of 12 MW of hydroelectric power in 2012, and the forecasted addition of over 270 MW of wind power in 2013 demonstrate our commitment to manage our carbon impacts.

At Termoemcali in Colombia we have retrofitted the fuel tank to allow the use of highly hygroscopic biofuel, which has a relatively short shelf life. The prior configuration of the plant's tank exposed the fuel to air and moisture. However, by reconfiguring the casing of the fuel tank, installing new filters and a humidity extractor, and modifying the recirculation system, the length of time the biofuel can be stored was doubled, allowing the plant to use biofuel in its production. This project received a "Best Practice" award from the Combined Cycle Journal, a publication widely read by the gas turbine generation sector.

Our efforts to manage impacts with planning and innovation don't stop with CO<sub>2</sub> emissions - we also focus intensely on emissions from NO<sub>x</sub> and SO<sub>2</sub>, as well as our waste and water impact. We specifically targeted NO<sub>x</sub> reductions as a strategic area of improvement and started a NO<sub>x</sub> reduction program at our Maritsa plant in Bulgaria, a project that will be completed over four years. Beginning

with the Unit 4 boiler in 2012, Maritsa is modifying the combustion process at the lignite-fired plant, utilizing a proven integrated system of ultra-low-NO<sub>x</sub> technology. The boiler was re-commissioned after seven months, reducing NO<sub>x</sub> emissions consistently below 180 mg/Nm<sup>3</sup> against our target of 200 mg/Nm<sup>3</sup>, while at the same time improving the efficiency of the boiler. Over the next three years, similar improvements will be made to the other boilers at the Maritsa facility.

Waste management is another integral part of our environmental management program and for our large coal facilities, recycling waste contributes to a sustainable future. At Maritsa, the gypsum produced in our desulphurization plant, which extracts SO<sub>2</sub> from the flue gas, is sold and reused to manufacture plaster boards, or drywall, in a factory near the power plant. At our Sochagota plant in Colombia, we have a contract with a local cement company to utilize our ash waste. Through 2012, this company has purchased over 345,000 tons of ash from Sochagota implementing best practices while transporting the ash. Further, at one site where the ash removal is complete, Sochagota is converting the ash pond to a farm where, as part of a corporate social responsibility project, we will conduct environmental and agricultural training.

Water is a precious commodity and essential to power production. At all of our sites we approach the use of water carefully, recognizing the importance of water to the planet. We measure our overall water withdrawal, its use in our business processes and the quality and volume of water discharged.

At our hydro facilities in Brazil and our KivuWatt project in Rwanda, we have unique impacts that require careful monitoring. São Domingos II and Galheiros, located in Goiás, in the heart of the Brazilian savanna, are run-of-river installations using water collected in low-



## Minimizing our Impacts in Peru

Wind energy provides important environmental benefits, most importantly the ability to increase generation capacity without the adverse environmental impact associated with fossil fuels. But this does not mean that wind energy does not have environmental impacts that require careful management, particularly the impacts to the land, flora and fauna.

In October, 2012, we broke ground on Project Inka, a 113MW wind project located in the Northwest of Peru. With 7,067ha of land area spread over two sites, our environmental diligence began well in advance of our acquisition. Our project diligence was particularly focused on environmental and social impacts especially those related to land, flora and fauna, community engagement, and the rights of indigenous people.

We identified as the most significant environmental impact the existence of a bird species, *Phytotoma Raimondii* (Peruvian Plantcutter), that was recently listed on the U.S. Fish and Wildlife Service's registry of endangered species. The wind project posed two possible risks for the bird itself - the risk of injury and death to the bird from the turbine blades, and the risk of destruction of the bird's habitat. After conferring with the U.S. Fish and Wildlife Service, environmental consultants, and a NGO, we determined the only significant impact from the project was the risk to habitat. Thus, we decided to undertake a robust management program to address this risk.

Specifically, we expanded our monitoring of this species during the breeding season to confirm its presence and to observe its behaviors. During several weeks of monitoring, we observed three birds near our site, a small but encouraging presence of this endangered species. We responded by developing a more robust reforestation program than originally planned with a new focus on restoring the plantcutter's habitat. Additionally, we are developing programs for the community to educate them on the importance of this bird and its habitat. The reforestation and educational programs will begin in 2013 in partnership with a Peru-based NGO with deep experience in ecological research, conservation, and education.

impact reservoirs to drive electricity-generating turbines. While our impacts to the water supply and biodiversity are low, we still take extraordinary precautions to ensure we mitigate any impacts to the extent possible. For example, during the construction of the reservoirs, we implemented fauna rescue and relocation programs to address disturbances to fauna and established reforestation program to replenish the loss of vegetation due to

land clearing. Additionally, we carefully monitored our impact on archeological ruins in the region. During the construction of Galheiros, we identified eight archeological sites, yielding ancient stone tools and evidence of human life from thousands of years ago. These were preserved and shared with a regional archeological agency and area educational institutions.

Our KivuWatt project is an integrated

methane gas extraction and production facility and associated power generation facility (constructed in two phases of 25MW and 75MW) located in Kibuye, Rwanda. The source of methane gas is Lake Kivu, a permanently stratified lake located between the borders of the Republic of Rwanda and the Democratic Republic of Congo (DRC). The lake holds approximately 55-60 billion cubic meters of methane gas, replenishing at a rate of 125-150 million cubic meters per year. Absent a controlled reduction of lake methane and carbon dioxide levels, there is a risk that these toxic gases will be released with devastating impact. One solution to mitigate this risk is to extract the methane gas to use for power generation. This project requires sophisticated technology to manage the impacts to Lake Kivu. To ensure the balances of gases in the water are carefully maintained and water quality preserved, our gas extraction process follows the Management Prescriptions for the Development of Lake Kivu Gas Resources, produced by the governments of Rwanda and DRC in consultation with a panel of international experts. Additionally, we have conducted baseline assessments of fish and plant life to better understand future impacts.

Operating reliably is vital to our sustainability and our strong operational track record reflects the emphasis we place on meeting our customer demands. In 2012 our weighted average availability factor was 89.9%, a reduction from 90% in 2011, and our Equivalent Forced Outage Rate<sup>5</sup> for 2012 was 4.2%. This was a disappointing increase from 2.9% in 2011. The increase was due to various operation-

5. Equivalent Forced Outage Rate ("EFOR") is a calculation frequently used to measure a plant's reliability. This metric is an indicator of the probability that a unit will not be able to perform at the required load when called on, i.e., an indicator of the time a unit is forced out due to unplanned problems or maintenance. The calculation for EFOR is:  
$$EFOR = \frac{FOH + EFDH}{FOH + SH + EFDHRS} \times 100\%$$
  
Where: FOH is Forced (Unplanned) Outage Hours, EFDH is Equivalent Forced (Unplanned) Derated Hours, SH is Service Hours, EFDHRS is EFDHs that occur during periods of Reserve Shutdown



al failures. Maritsa, Kramatorsk, and Powerminn experienced boiler tube leaks contributing to the EFOR increase and to address this, we altered maintenance activities such as ultrasonic tube testing and implemented new operations and maintenance procedures. In Brazil, we faced a penstock failure at our SDII hydro facility, and our Galheiros plant, placed in service in 2012, experienced technical problems during commissioning. We proactively replaced all the penstocks at SDII, not just the damaged penstock, using higher quality materials, and Galheiros survived its teething pains and has been fully available since February, 2013. At our Solutions Quad-Gen facilities our operating results were also less than satisfactory and, although we had warranty cover for our out-of-pocket expenses, the outages prompted specific Continuous Improvement initiatives to prevent problems in the future.

Our Operations Portal, enables us to track our plant performance daily from any device with an internet connection, allowing managers to review key performance indicators day and night, identify issues, and quickly employ corrective actions. Our Global O&M Coordination and Engineering Services team assists the COO and plant managers by troubleshooting hard-to-solve technical issues, conducting Root Cause Analysis investigations and establishing test procedures for the fleet.

We require a highly skilled workforce to operate excellently and we believe in comprehensively training and developing our teams, and sharing knowledge about our best practices and our lessons learned. We use a mix of training approaches to achieve the highest quality expertise - formal and informal, internal and external, with open dialogue among all levels of the organization.

The opportunity to share knowledge is embodied in our Worker Exchange

Program ("WEP"). This unique program is founded on the belief that our success depends upon creating a multinational workforce "from within" and that in a company like ours professional development must include a cultural component. The WEP provides employees, irrespective of their current location, an opportunity to work at another business location in a structured fashion, learning to appreciate the benefits of working in a global environment through immersion. By providing long and short-term exchanges at other ContourGlobal businesses, we not only hone technical expertise that immediately impacts our operations, we also develop a "deep bench" of future ContourGlobal leaders that are willing to take on the challenge of managing our assets.

Our global management development program, The ContourGlobal Way, continues to provide knowledge sharing opportunities for employees - paving the way for operational excellence - and our introduction of a Continuous Improvement initiative, to be rolled out as a pilot program for our

Solutions businesses in 2013, is a further step to institutionalize the importance of professional development.

## Manage Our Business Responsibly

In everything we do - our development activities, building new power plants, operating and maintaining our assets - we strive to manage our business responsibly. By this we mean adhering to the highest standards of corporate governance and business ethics, upholding human rights and labor principles, effectively engaging with our communities, and making sound social investments.

ContourGlobal is privately held and managed by a Board of Directors comprised of five members, representing major shareholders, investors, and management. Our board members representatives govern the organization by establishing broad policies and objectives, ensuring availability of adequate financial resources, and approving annual budgets and other



Students celebrating the installation of solar panels, a social investment by our Solutions Solar project, at their school in Acate, Sicily in Italy.



company initiatives. Our functional and business leaders have the day-to-day responsibility for strategic business planning and implementing our Corporate Action Plan, the broad sustainability targets we set for ourselves. The functional leaders are also responsible for defining our policies and standards of working.

Additionally, six key committees, whose members represent senior management across regions and functions, manage the company:

1. **EXECUTIVE COMMITTEE** (chaired by our President and Chief Executive Officer); responsible for reviewing and managing overall business performance, including implementation of strategic initiatives.
2. **OPERATIONS COMMITTEE** (chaired by our Chief Operations Officer); responsible for monitoring and reporting of incidents at power plants (e.g., H&S, fault reporting, root cause analysis), standard setting, and O&M budget reviews.
3. **SENIOR DEVELOPMENT COMMITTEE** (chaired by a Senior Developer); responsible for communicating about origination, development and acquisition activities and coordination between executives involved in development and acquisition.
4. **CORPORATE SUSTAINABILITY COMMITTEE** (chaired by our Global Head of Corporate Sustainability); responsible for overseeing implementation of, and compliance with, Social Responsibility Strategy.
5. **HEALTH & SAFETY COMMITTEE** (chaired by our Chief Operations Officer) responsible for reviewing H&S statistics and deciding on initiatives and action steps.

6. **FINANCIAL DISCLOSURE COMMITTEE** (chaired by our Chief Financial Officer); responsible for assisting the CEO and CFO in fulfilling their responsibility for oversight of the accuracy and timeliness of ContourGlobal's disclosures.

These core committees report to the Executive team and/or the Board on a regular basis. Employees and other stakeholders are encouraged to provide recommendations to management, or a senior management committee, and are informed of this through regular communication from the management team. Investors may provide recommendations directly to the Board or its members.

Managing responsibly also means avoiding bribery or corruption in any form. By strictly adhering to our robust policies and fully embracing the United Nations Global Compact's tenth principle, we can enhance the business environments where we work by creating new norms of governance and transparency, encouraging increased investment. At the same time, these norms promote improved communication and dialogue with stakeholders.

Our anti-corruption compliance program starts with our policies that adhere to the standards of the U.S. Foreign Corrupt Practices Act (the "FCPA"), the Anti-Bribery Act of the United Kingdom and other international anti-bribery laws. We prohibit improper payments or offers of payments to foreign governments and their officials, as well as political contributions, for the purpose of obtaining or retaining business, or otherwise receiving discretionary favorable treatment of any kind.

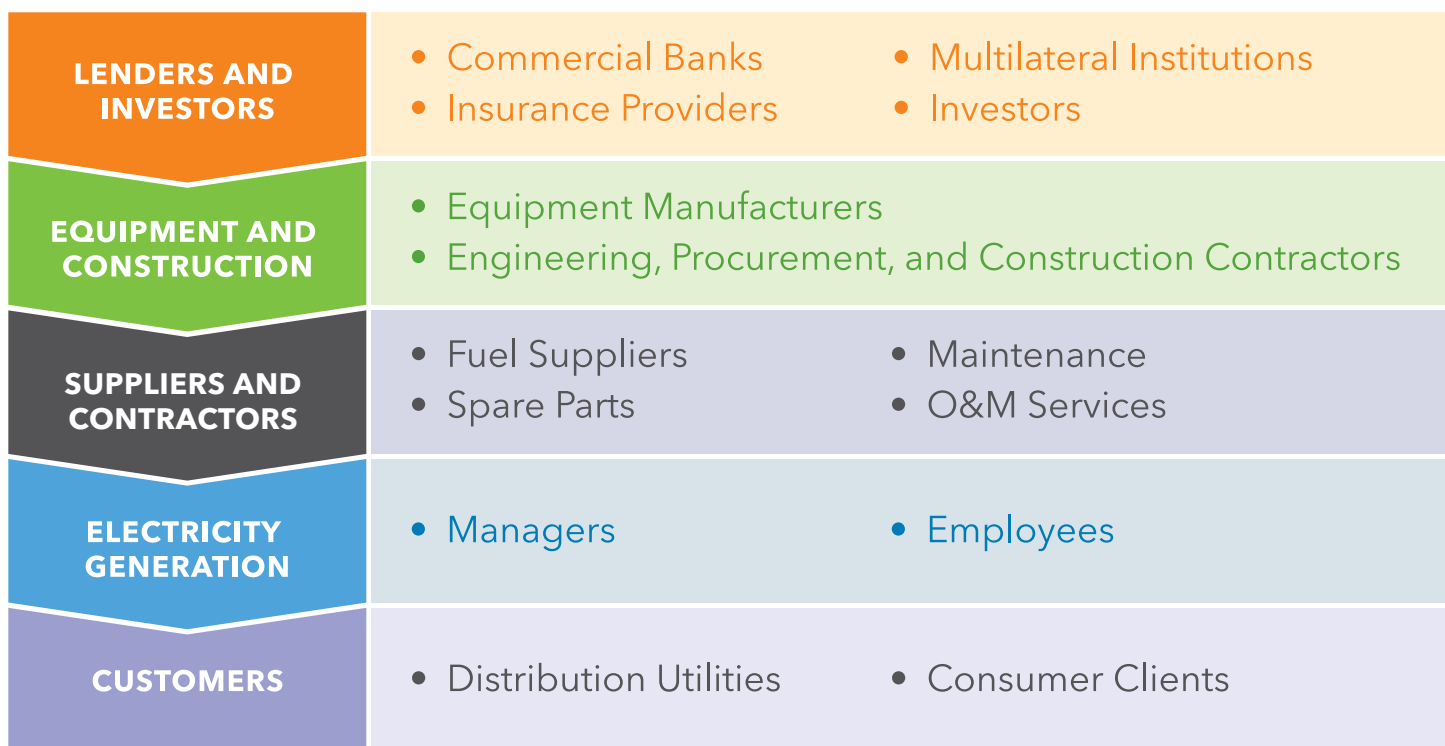
We train our organization on these policies upon hiring and provide refresher training on an annual basis, in person and online. We have internal controls in place to ensure the rules are followed. Our Chief Compliance Officer

has a direct reporting line to our Board of Directors and our policies and procedures are regularly reviewed and updated. Our Anti-Corruption Compliance Guide, a 30 page document outlining our commitments to conduct business ethically together with easy to understand explanations, is distributed throughout the company in multiple languages. All prospective vendors and business partners undergo a rigorous due diligence process, including a risk-based compliance assessment. Additionally, since 2007 we have voluntarily participated in TRACE International, the leading non-governmental organization formed to combat corruption.

Ensuring that human rights and labor principles are respected in our business and supply chain is essential for managing business responsibly. Through our Social Responsibility and Environmental Sustainability Policy, our Code of Business Conduct and Ethics, and our Employee Handbooks, we commit to ensuring employees and contractors are protected. All new employees are introduced to our standards during the onboarding process and we regularly communicate new initiatives in our sustainability newsletter. We require employees to be at least eighteen (except where required by law for educational purposes) and provide proof of age, and we actively monitor our hiring processes. Our businesses provide opportunities for employees to exercise freedom of association or collective bargaining and we encourage active dialogue between worker groups and managers. To date, we have not had any human rights issues arise in the course of business, however should they arise, our business leaders, human resources and legal teams would manage the issues in close coordination. Similarly, labor disputes are also managed collaboratively with the same teams and union representation, where applicable.



## ContourGlobal Value Chain



Suppliers and contractors are essential to our value chain and we are committed to ensuring that they adhere to sustainable business practices. Developing a supply chain committed to sustainable practices is a primary objective of ours and we initiated several programs in 2012 to formalize our processes with suppliers. With the UN Global Compact Principles as the guiding framework, we developed a Supplier's Code of Conduct and Supplier's Guide to the UN Global Compact Principles that will be adopted and implemented with a formal training program over the next three years. These documents represent our dedication to a higher standard of sustainable business practices and will become an essential aspect of the ContourGlobal business culture. As we put these documents into practice, it will be a priority to incorporate them into our business process and educate our procurement profes-

sionals and suppliers on the benefits of managing responsibly.

Our supplier selection practices are robust. We review each supplier prior to transacting with them and require our suppliers to comply fully with our anti-corruption standards and include explicit contractual language prohibiting improper payments. We pay careful attention to the reliability and creditworthiness of our suppliers, taking care to select suppliers that have demonstrated track records. When we have a successful relationship with a supplier, we tend to work with them again, provided they continue to give competitive pricing.

While we try to use local suppliers whenever possible, our most significant expenditures relate to the purchase of equipment and turn-key construction services, and due to the lack of availability of providers in some

of our markets, we often turn to international companies to meet our needs. We encourage our vendors to be inclusive in their selection of subcontractors and we intend to monitor and report our spending with local suppliers with the start of the 2014 year.

At ContourGlobal we believe that managing our business responsibly means we have to go beyond power: we need to launch targeted social investments aligned to our core business and ensure all members of the communities where we work are recognized and have a voice. We believe our social investments can augment the positive impacts fostered through delivering safe, reliable supplies of electricity, and we direct these investments to the areas of education, health and safety, and improvements to the environment.



## Managing Social Investments Responsibly

Just as our power projects face business challenges, so do our social investments projects. At Maritsa, for example, we saw areas for improvement in the traditional way of doing things. Often requests for social funding were ad-hoc without noticeable positive impacts on the community; the process for identifying and funding projects was not transparent, with the municipality providing a list of projects and an amount required and the businesses paying the municipality directly; and the business' relationship with the municipality was often strained, when the amounts contributed to social projects was not considered "enough".

In 2012, six months after ContourGlobal had acquired the plant, we had an opportunity to work with the Galabovo municipality to negotiate a new agreement to set out the terms of our social investments. While we wanted to continue our financial commitment at the same level as the previous owner and demonstrate a long-term commitment, we believed it was critical that ContourGlobal be able to select the projects and manage these projects from inception to completion. Additionally, we wanted to have fewer projects but to spend more on each project. By doing this, our projects would be better aligned with our business objectives and have a more significant impact. Finally, we wanted to ensure compliance with our Anti-Corruption policies and Code of Conduct and Business Ethics.

The result was an agreement to fund BGN 500,000 (~EUR 250,000) per year over a four-year period starting in 2012. The agreement allows the municipality to propose project ideas to Maritsa but ContourGlobal makes all decisions on what projects are chosen and how to implement them. We manage vendor selection, procurement of materials, delivery, and payments, and we have limited the number of projects to five per year.

We believe the social investment agreement has been a success. In 2012, we completed three meaningful projects - construction of a playground, donation of equipment to a hospital, and renovation of a village building - with a fourth underway. The projects have been managed well and have been completed within budget. Additionally, we have completed background checks on our vendors successfully and fully complied with our internal policies. Our employees actively participated in project selection and implementation and our relationship with the municipality improved due to the simplicity of the agreement and the clear expectations of both parties.

Adjusting to a new way of doing things didn't happen without a few bumps in the road. With change, communication and training is critical, and we could have improved in both of these areas. However, a structured framework for social investment has been successful at Maritsa and is something our other businesses will consider in the future.

Our goal is to have robust "flagship" social investment projects that contribute to the well-being and betterment of communities where we work. We steer away from straight donations or other forms of passive charitable contributions and instead focus on partnering with our local stakeholders to make a sustainable difference. Each business proposes its own projects and works with our Sustainability Committee to make sure it is successfully executed and each location has a Sustainability Sponsor to act as a liaison between the business participants and the Committee. All projects undergo review by our compliance team.

2012 was a successful year for our social investments. All of our businesses made social investments or engaged meaningfully with the communities where we work and we completed projects related to our key themes of education, health and safety, and the environment.

In Togo, we continued to support two schools we constructed by adding new classrooms, installing fencing and lighting, and donating school supplies. We also distributed treated mosquito nets to families with young children, and we prepared a special Christmas meal to share with the vendors and their families at the Kagome market structure we built in 2010. At Maritsa, in addition to refurbishing a kindergarten, donating much needed x-ray equipment, and renovating an important village building, we sponsored many activities in the community to help the youth and marginalized residents.

At our solar business in Sicily, Italy, we combined our expertise in solar power with our commitment to education, installing PV panels on the roof of a school and bringing an additional 6kW of renewable energy to the Acate municipality. At the outset of this project, the municipality viewed the project merely as a donation of panels from a company. However, with the



project's successful completion we now have an opportunity to educate the community about environmental impacts, the importance of renewable energy, and improving the quality of life.

Educating our communities, particularly the youth, about environmental impacts is a critical component of our mission as a company and in Nigeria and Brazil we completed important environmental education projects. Our Apapa business, one of three businesses in Nigeria, hosted an environmental awareness seminar for two secondary schools. The seminar raised awareness of environmental issues such as carbon emissions, recycling

and environmental hazards, and included a keynote speaker from the Lagos State Ministry of the Environment and donations of recycling equipment to the schools. In Brazil, we included youth in our "plant a tree" campaign, our Arbor Day celebrations, and our World Environment Week events.

In addition to our social investments, we also work closely with our communities to share information about our projects and invite social dialogue. Our businesses have grievance mechanisms in place for concerned stakeholder to report social or environmental problems, and we actively

engage with men and women of the community as well as worker representatives and community groups to understand the impacts of our actions. At our Arrubal plant in Spain, we hosted an open house for the community to learn about our activities and take a plant tour. In Peru, we conducted a social impact assessment to identify the community groups impacted by our project and we distribute a community newsletter to inform people about construction developments. Our Solutions Nogara plant in Italy shared information about our innovative technology at schools in the region. This is all part of our commitment to manage our business responsibly.



## Enhance Our Operating Environment

Our approach to sustainability is not just internally focused. Instead, we incorporate into our business strategy objectives to improve public policy and our regulatory environment, and strengthen institutional and private sector capacity. We recognize that our business does not exist in a vacuum and that advocacy and action can effect positive change.

We are committed to the Ten Principles of the United Nations Global Compact and as a signatory to the organization, we proactively engage in initiatives in the areas of human rights, labor, environment, anti-corruption and contributing to UN goals in order to achieve the common objectives of building a sustainable and inclusive global economy. Additionally we significantly and voluntarily participate in the following associations where we either hold a governance position participate in projects or committees, provide substantial funding, or view our membership as strategic:

- **ABRAGEL (BRAZILIAN ASSOCIATION OF CLEAN ENERGY)**
- **AMERICAN CHAMBER OF COMMERCE IN BULGARIA**
- **APINE (BRAZILIAN ASSOCIATION OF IPPS)**
- **ASSOCIATION DES GRANDES ENTREPRISE DU TOGO**
- **"BULGARIAN ENERGY ASSOCIATION"**
- **BULGARIAN HR ASSOCIATION**
- **CONFEDERATION OF EMPLOYERS AND INDUSTRIALISTS IN BULGARIA**
- **CLUB 9000 (SPAIN) ASSOCIATION FOR INTRODUCTION AND DEVELOPMENT**

## The Indirect Value of Power

Electricity generation companies focus intensely on reliability of supply and ensuring the customers' demand for electricity is met. The indirect impacts of providing this essential commodity, however, are often overlooked. In Togo, the changes we have brought to the country in just three short years are a stark reminder of the important work that we do. Our 100 MW plant has reinforced Togo's capacity, reducing dependence on other countries for electricity imports, reducing the number of blackouts and load shedding, strengthening electricity distribution in vital sectors such as schools and hospitals, and improving nutrition, shelter, employment and education. Reduced outages in Togo have stimulated the economy, encouraging investments, both domestic and foreign, in the hotel industry, phosphate mines, and an extension of the Port terminal.

Our project is the largest single investment in the country with the first large scale project financing ever done in Togo. The financing by the Overseas Private Investment Corporation ("OPIC"), with local agent bank support from Financial Bank and Ecobank, and an investment by the International Finance Corporation ("IFC"), required the development of new financial infrastructure and broadened the scope of existing infrastructure such as: payment and settlements; banking for large scale transactions on a monthly basis; convertibility and transferability procedures. These developments will not only enable the country to more quickly support financed infrastructure transactions in the future. They also show that the Togo is truly a leader in the West African Region.

Coupled with our social investments to improve schools, water distribution, and accessibility of potable water, ContourGlobal's presence in Togo has significant positive impacts beyond electricity supply. Indirect economic impacts may be overlooked, take time to be revealed, or can be difficult to quantify; but for us there is no question that this value is meaningful to many.

### OF QUALITY STANDARDS

- **GREEN BALKANS NGO**
- **INITIATIVE FOR GLOBAL DEVELOPMENT**
- **SAMARITANS NGO**
- **WEST AFRICA POWER POOL - WAPP**
- **UNITED STATES ENERGY ASSOCIATION**

By working with local governments and regional power associations we can pool resources to develop and reform the electricity sector. Building capacity in emerging countries and promoting energy efficiency and power safety can result in improved access to power, improved reliability, improved employment opportunities, and a safer place to live and work.







Construction of our wind turbines at Asa Branca, Brazil

## Looking Forward

Our growth to date has been, in large part, because of our balanced approach to development: a willingness to take risks in new markets and with new technologies, while applying the necessary rigor to select the right projects for the portfolio. As we look forward to 2013, we will not change that approach and

will continue to seek opportunities in developing economies as well as potential acquisitions. We will continue to leverage our strong partnerships with traditional lenders, development banks, and suppliers, and enhance our technical expertise through strategic hiring.

Our Corporate Action Plan for 2013 includes actions to achieve our Sustainable Business Objectives. We will also identify specific metrics to measure our impacts and implement the data collection tools needed to report these in 2014 and future years. ContourGlobal is committed to building a sustainable business.



# Our Report and Performance Impacts

## Our Report

Our 2012 Annual Corporate Sustainability Report is our third report to date and highlights our sustainability initiatives and social activities for the 2012 calendar year. Our previous report, issued in October, 2012, presented our performance using the Global Reporting Initiative's (GRI) G3 sustainability reporting guidelines.<sup>6</sup> In this report, we have continued to follow the GRI to ensure transparency in reporting, and consistency with other international companies, and our 2012 report has been prepared using the G4 Sustainability Reporting Guidelines. We believe our report has been prepared in accordance with the Guidelines at the Core In Accordance level. Our GRI G4 Content Index can be found at the end of this report.

We did not seek external assurance on our report for 2012 and we do not have a policy addressing external assurance. However, we assessed stakeholder inclusiveness, sustainability context, materiality, and completeness in preparing the report. We only report on information controlled and collected by us. This includes the information of ContourGlobal L.P. (Cayman Islands), ContourGlobal Management Inc. (New York), and subsidiaries of these entities that are managed and controlled by ContourGlobal. Where we do not control an entity, information is only reported when it is obtained through formal channels such as board reports and public information.

Our report includes information for all business operations unless otherwise

noted in the report. ContourGlobal is a privately held company and does not publicly publish consolidated financial statements and does not report changes in share structure. The financial data presented in this report is based on our audited annual accounts and our environmental data is a consolidation of our business level reporting, much of which is reported externally to environmental agencies. ContourGlobal does not report on the impacts of heat and electricity once the electricity has been distributed. Our business level information, including energy and environmental data, is collected based on company definitions and, where required, has been adjusted locally to ensure consistency.

During 2012, we placed newly constructed and acquired businesses into operations. Our production data for these businesses is reported for the part of the year the assets were included in our portfolio. Environmental data for the acquired businesses is reported for the full year as required by the Greenhouse Gas Protocol<sup>7</sup> that stipulates that data shall be updated retroactively. We adopted this principle for reporting on all historical environmental data for acquired entities even where the Greenhouse Gas Protocol<sup>5</sup> does not apply. Businesses that have not reached commercial operations are reported separately and footnotes provide additional explanations. Our reported CO<sub>2</sub> emissions are based on fuel consumption. It should be noted that calculation methods differ from country to country and are stipulated by national legislation. Where calculations are not required, we have included

estimates to ensure consistency and we have included footnotes to explain the estimation methodology. The number of digits displayed in numbers reflects the accuracy of the data and rounding differences.

In line with our commitments to transparency and integrity, our report covers all aspects of our performance, whether they are positive or negative. All data was prepared consistently with 2011 reporting, except where noted otherwise. We welcome and encourage your feedback about our report which you can submit to **Sustainability@ContourGlobal.com** or to any of our offices found on our website at **www.ContourGlobal.com**.

## Defining Report Content and Aspect Boundaries

In preparing our report, we reviewed our stakeholder identification and business risks, and identified our material aspects and boundaries. We did not undertake any stakeholder engagement specifically as part of the report development. We selected the following relevant economic, environmental and social aspects for inclusion in our report:

### ECONOMIC

- Economic Performance
- Indirect Economic Impacts
- Procurement Practices

6. For further information about the GRI guidelines, see [www.globalreporting.org](http://www.globalreporting.org).  
7. [www.ghgprotocol.org](http://www.ghgprotocol.org)



## ENVIRONMENTAL

- Energy
- Water
- Biodiversity
- Emissions
- Effluents and Waste
- Compliance
- Supplier Assessment
- Environmental Grievance Mechanisms

## LABOR

- Employment
- Labor/Management Relations
- Occupational Health & Safety
- Training and Education
- Diversity and Equal Opportunity
- Equal Remuneration for Women and Men
- Supplier Assessment for Labor Practices
- Labor Practices Grievance Mechanisms

## HUMAN RIGHTS

- Investment
- Non-discrimination
- Freedoms of Association and Collective Bargaining

- Child Labor
- Forced or Compulsory Labor
- Security Practices
- Indigenous Rights Assessment
- Supplier Human Rights Assessment
- Human Rights Grievance Mechanism

## SOCIETY

- Local Communities
- Anti-Corruption
- Compliance
- Supplier Assessment for Impacts on Society
- Grievance Mechanisms for Impacts on Society

Additionally, we identified the following sector disclosures as material to our business:

- Installed capacity
- Net energy output
- Number of residential, industrial, institutional and commercial customer accounts
- Allocation of CO<sub>2</sub> emissions allowances, broken down by carbon trading framework
- Management approach to ensure short and long-term electricity availability and reliability

- Policies and requirements regarding health and safety of employees and employees of contractors and subcontractors
- Approach to managing the impacts of displacement
- Contingency planning measures, disaster/emergency management plan and training programs, and recovery/restoration plans
- Efficiency of thermal plants
- Health and safety training
- Plant availability and power outage frequency and duration

Our aspect boundaries occur both inside and outside of our organization and are identified in the table of Specific Standard Disclosures on p. 35 of the report.

Our identification of significant impacts included both qualitative and quantitative assessment and we incorporated stakeholder feedback, particularly feedback received from investors and lenders during project due diligence and communities during engagement activities.



## Performance Impacts

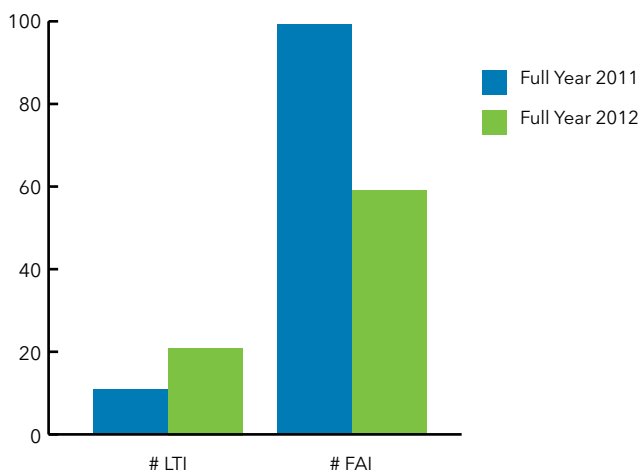
### Health and Safety Impacts

Our health and safety impacts are presented below. In 2012, we had 3,832,570 hours (or approximately 479,071 days based on an 8 hour day) worked by contractor and subcontractor employees involved in construction,

operation and maintenance activities and 1.16% of working hours of contractor and subcontractor employees were dedicated to relevant health and safety training (for a total of 44,618 training hours). We experienced no injuries and fatalities to the public involving company assets, including legal judgments, settlements and pending legal cases of diseases.

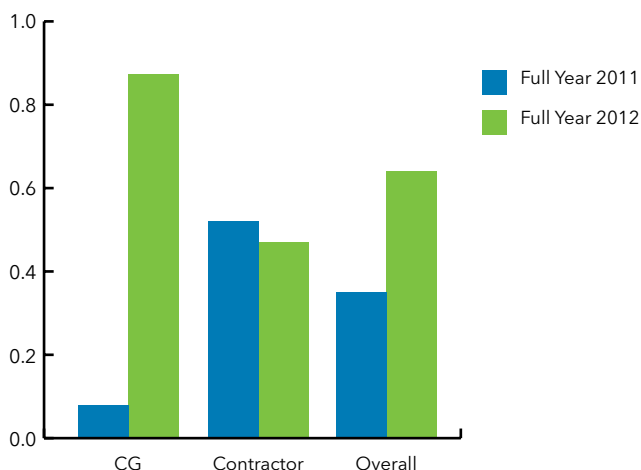
Our risks to public safety are very limited due to extensive site security, restricted access, and provision of electricity to a single customer. Our site security is generally contracted to security companies that have undergone extensive screening, including screening for human rights and anti-corruption.

#### # LTI AND FAI 2011 VS. 2012

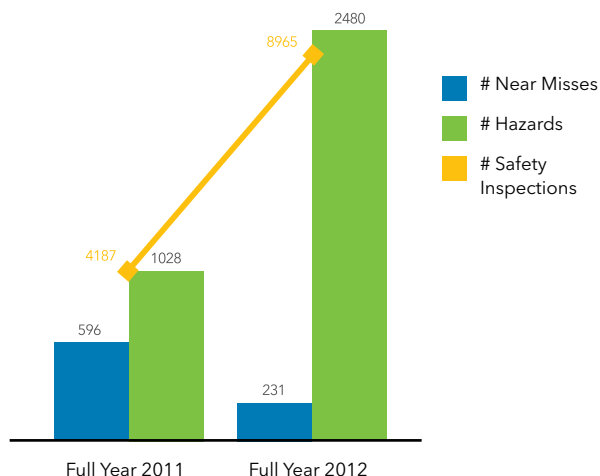


ContourGlobal defines a LTI (Lost Time Incident) as an incident where personal injury is sustained resulting in an employee being unable to work a full assigned workshift. ContourGlobal defines a FAI (First Aid Incident) as a work-related injury that requires first-aid treatment.

#### OSHA RATE (LTI) 2011 VS. 2012

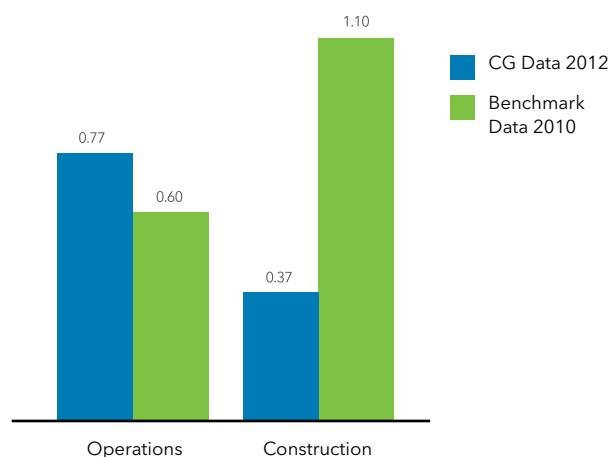


#### PROACTIVE SAFETY INDICATORS (2011 VS 2012)



OSHA (Occupational Safety and Health Administration) incident rates are an indication of how many incidents have occurred. The OSHA Lost Time Rate is calculated as follows:  $\text{OSHA Lost Time Rate} = (\# \text{ of OSHA Lost Time Cases} \times 200,000) / \# \text{ of hours worked}$ ; where Lost Time Cases are any occupational injury or illness, which results in an employee being unable to work a full assigned work shift. That is, the employee is off from work (lost workday), or restricted in their job (i.e., no lifting, climbing, etc.) or transferred to another job (restricted days). As defined by OSHA, a fatality is not considered a lost time case.

#### OSHA RATE BENCHMARKING



Benchmarking Data Source: <http://www.bls.gov/iif/oshwc/osh/os/ostb2813.pdf>, Electric Power Generation OSHA Rate (DAFWC) for 2010, Construction, Power and Communications Line and Related Structures OSHA Rate (DAFWC) for 2010





## Operational Impacts

GENERATION PORTFOLIO											
			ELECTRICITY CAPACITY		HEAT CAPACITY	ELECTRICITY GENERATION MWH (-000)		NET HEAT GENERATION MWH (-000)		EFFICIENCY,% <sup>1</sup>	
PROJECT NAME	COUNTRY	FUEL TYPE	GROSS MW	NET MW	GROSS MW	2011	2012	2011	2012	2011 <sup>2</sup>	2012
OPERATIONS: IPPs											
Maritsa	Bulgaria	Lignite	908.0	808.0	n/a	5073.7	3431.4	n/a	n/a	36%	36%
Arrubal	Spain	Natural Gas	800.0	785.0	n/a	976.4	1310.9	n/a	n/a	55%	49%
Termoemcali	Colombia	Natural Gas	240.0	229.0	n/a	7.9	31.7	n/a	n/a	41%	40%
Sochagota	Colombia	Coal	165.0	152.0	n/a	413.5	516.2	n/a	n/a	31%	37%
KTE	Ukraine	Coal	120.0	110.0	301.6	225.3	226.6	711.2	737.8	41%	49%
Togo	Togo	Natural Gas	99.7	98.2	n/a	63.4	200.9	n/a	n/a	43%	41%
Powerminn	USA	Biomass	62.3	55.0	n/a	430.1	442.5	n/a	n/a	22%	24%
Sao Domingos	Brazil	Hydro	24.5	24.4	n/a	150.7	82.1	n/a	n/a	n/a	n/a
Guadeloupe	French Territory	Fuel Oil	21.4	20.4	n/a	77.8	119.4	n/a	n/a	39%	39%
Saint Martin	French Territory	Fuel Oil	13.8	13.0	n/a	93.6	94.9	n/a	n/a	36%	41%
Galheiros	Brazil	Hydro	12.1	12.0	n/a	n/a	5.8	n/a	n/a	n/a	n/a
OPERATIONS: SOLUTIONS											
Knockmore Hill	Northern Ireland	Natural Gas	15.2	14.9	2.8	36.6	38.6	not reported	7.5	65%	64%
Nigeria <sup>3</sup>	Nigeria	Natural Gas	21.3	20.0	23.2	n/a	12.9	not reported	-	n/a	52.9%/60% <sup>4</sup>
Nogara	Italy	Natural Gas	9.1	8.9	3.7	44.1	46.2	not reported	8.9	60%	63%
Kiev	Ukraine	Natural Gas	6.1	6.0	2.4	n/a	15.7	not reported	0.7	n/a	54%
Ploiesti	Romania	Natural Gas	6.1	6.0	1.5	38.5	37.6	not reported	4.3	73%	65%
Oricola <sup>5</sup>	Italy	Natural Gas	3.1	3.0	1.2	n/a	5.5	not reported	2.7	n/a	63%
Sabaudia	Italy	Solar	6.0	5.9	n/a	8.5	9.1	n/a	n/a	n/a	n/a
Helios	Italy	Solar	4.3	4.2	n/a	3.3	3.8	n/a	n/a	n/a	n/a
Archimedes	Italy	Solar	2.5	2.4	n/a	n/a	4.6	n/a	n/a	n/a	n/a
TOTAL CAPACITY IN OPERATION			2,540.5	2,378.3	336.4	<div>Comments:</div> <div>n/a = not applicable</div> <div>1. Efficiency, %: Weighted Average Efficiency Based on Gross Electrical Capacity</div> <div>2. 2011 Efficiency percentages are restated for our Solutions businesses</div> <div>3. Nigeria: 3 projects reported as a portfolio (two operational, one in commissioning)</div> <div>4. Efficiency only reported for two operational sites</div> <div>5. Capacity for Oricola was incorrectly reported in 2011 and is restated</div> <div>6. Kivu watt: Phase I is currently under construction. Phase II will start construction in 2014 and is not reported</div>					
CONSTRUCTION: IPPs											
Inka	Peru	Wind	113.8	113.0	n/a						
Asa Branca	Brazil	Wind	160.0	156.0	n/a						
Kivu watt PHASE I <sup>6</sup>	Rwanda	Methane	26.2	25.0	n/a						
CONSTRUCTION: SOLUTIONS											
Radzymin	Poland	Natural Gas	6.1	6.0	2.4						
TOTAL CAPACITY IN CONSTRUCTION			306.1	300.0	2.4						
TOTAL OPERATING, CONSTRUCTION & ADVANCED DEVELOPMENT			2,846.6	2,678.2	338.8						

### Comments:

n/a = not applicable

1. Efficiency, %: Weighted Average Efficiency Based on Gross Electrical Capacity

2. 2011 Efficiency percentages are restated for our Solutions businesses

3. Nigeria: 3 projects reported as a portfolio (two operational, one in commissioning)

4. Efficiency only reported for two operational sites

5. Capacity for Oricola was incorrectly reported in 2011 and is restated

6. Kivu watt: Phase I is currently under construction. Phase II will start construction in 2014 and is not reported

OPERATIONAL PERFORMANCE				
	EQUIVALENT FORCED OUTAGE RATE, %		EQUIVALENT AVAILABILITY FACTOR, %	
	2011	2012	2011	2012
Thermal (Coal, Oil, Gas)	3.0%	3.8%	89.8%	91.3%
Solutions	2.1%	3.4%	95.1%	95.0%
Renewable (Hydro, Solar)	0.1%	22.3%	95.9%	63.0%



## Labor Impacts

Our labor impacts for 2012 are presented below. During 2012, we did not have a significant increase in hiring and do not report the number and rate of new employee hires during the reporting period, by age group, gender and region. We also do not track data on minority groups at our businesses. The labor information from our Sochagota business is not included and is not material to the report.

Our managers are trained to be aware of any situations where work undertaken by us or our supply chain does not take place within appropriate institutional and legal frameworks. Labor practice grievances can be raised informally or formally through our compliance hotline or using our adopted grievance mechanism. In 2012 we did not observe any incidents of labor noncompliance and we were

not required to address any situations where our employees or people working for suppliers were not provided the social and labor protection that they are entitled to receive by national labor law. We did not observe any violations of international labor standards or national labor law and to the best of our knowledge, conditions of work including compensation, working time, rest periods, holidays, disciplinary and dismissal practices, maternity protection, the workplace environment, occupational health and safety, the quality of living accommodations where provided, and welfare matters such as safe drinking water, canteens and access to medical services were met.

ContourGlobal has adopted fair hiring and employment practices. We pride ourselves on providing a work environment that gives everyone an opportunity to succeed and our compensation policy is non-discriminatory. We provide

competitive compensation including benefits such as life insurance, health coverage (state or private), disability coverage, and parental leave for our full-time employees. We give our new hires onboarding training that includes topics on anti-corruption and human rights.

In 2012 we did not have any significant operational changes that impacted employees and their elected representatives, however, in the event such a situation arises, we would comply with all notice periods and consultations provided for in any collective agreements and provide notice based on best practices in the country affected.

Our Human Resources ("HR") team works closely with our employees to ensure they maintain their health and return to work following prolonged illnesses, and we provide benefits to employees for emergency evacuation and medical benefits abroad.

EMPLOYEE DATA AS OF DECEMBER 31, 2012

	LATAM			EUROPE			AFRICA			USA			GLOBAL EMPLOYEES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Total Full-time Employees	49	21	<b>70</b>	914	256	<b>1170</b>	101	12	<b>113</b>	37	21	<b>58</b>	1101	310	<b>1411</b>
Benefits Provided to Full-time Employees <sup>1</sup>	Yes	Yes	<b>Yes</b>	Yes	Yes	<b>Yes</b>	Yes	Yes	<b>Yes</b>	Yes	Yes	<b>Yes</b>	Yes	Yes	<b>Yes</b>
Total Part-time Employees	0	0	<b>0</b>	6	5	<b>11</b>	0	0	<b>0</b>	0	0	<b>0</b>	6	5	<b>11</b>
Benefits Provided to Part-time Employees <sup>2</sup>	No	No	<b>No</b>	No	No	<b>No</b>	No	No	<b>No</b>	No	No	<b>No</b>	No	No	<b>No</b>
Employees <30	12	4	<b>16</b>	110	34	<b>144</b>	12	4	<b>16</b>	13	8	<b>21</b>	147	50	<b>197</b>
Employees 30-50	33	14	<b>47</b>	529	157	<b>686</b>	82	8	<b>90</b>	15	11	<b>26</b>	659	190	<b>849</b>
Employees >50	4	3	<b>7</b>	275	65	<b>340</b>	7	0	<b>7</b>	9	2	<b>11</b>	295	70	<b>365</b>
Total Managers	17	7	<b>24</b>	74	20	<b>94</b>	13	5	<b>18</b>	13	5	<b>18</b>	117	37	<b>154</b>
% of Male and Female Managers	24%	10%	<b>34%</b>	6%	2%	<b>8%</b>	12%	4%	<b>16%</b>	22%	9%	<b>31%</b>	8%	3%	<b>11%</b>
% of Employees Receiving Performance Reviews <sup>3</sup>	100%	100%	<b>100%</b>	100%	100%	<b>100%</b>	100%	100%	<b>100%</b>	100%	100%	<b>100%</b>	100%	100%	<b>100%</b>

<sup>1</sup>Benefits generally include Health Coverage (state or private), Life Insurance and Disability Insurance. Where state pensions are not provided, our benefits generally include retirement provision. We do not have a stock ownership plan as we are privately held.

<sup>2</sup>Part-time employees generally do not receive company paid benefits unless legally required

<sup>3</sup>Excludes employees joining ContourGlobal after September 1, 2012

ContourGlobal's employees are primarily permanent employees. ContourGlobal does not have a substantial portion of its work performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers. Exception to this is during plant construction when works are performed under turn-key engineering, procurement and construction agreements. Construction is not our core business and thus we are not presenting any data for supervised workers. Further, ContourGlobal does not have any significant variations in employment numbers due to seasonal variations or generation output.



## Labor Impacts (continued)

EMPLOYEE TURNOVER AS OF DECEMBER 31, 2012															
	LATAM			EUROPE			AFRICA			USA			GLOBAL EMPLOYEES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Employees Leaving ContourGlobal in 2012	13	8	21	67	25	92	10	1	11	10	9	19	100	43	143
Turnover %	19%	11%	30%	6%	2%	8%	9%	1%	10%	17%	16%	33%	7%	3%	10%
Employees < 30 Leaving ContourGlobal in 2012	4	3	7	11	5	16	1	1	2	1	3	4	17	12	29
Turnover % of Employees <30	6%	4%	10%	1%	0%	1%	1%	1%	2%	2%	5%	7%	1%	1%	2%
Employees 30-50 Leaving ContourGlobal in 2012	9	5	14	24	14	38	8	0	8	6	6	12	47	25	72
Turnover % of Employees 30-50	13%	7%	20%	2%	1%	3%	7%	0%	7%	10%	10%	21%	3%	2%	5%
Employees >50 Leaving ContourGlobal in 2012	0	0	0	32	6	38	1	0	1	3	0	3	36	6	42
Turnover % of Employees > 50	0%	0%	0%	3%	1%	3%	1%	0%	1%	5%	0%	5%	3%	0%	3%

\*Turnover is reported as Total Employees of Group Leaving in 2012 (voluntarily and involuntarily)/Total Employees as of December 31, 2012

Notice periods in each country vary significantly but could range from 1-5 weeks. In each country ContourGlobal complies with the statutory requirements or notice periods specified in the collective bargaining agreements.

UNIONS & COLLECTIVE BARGAINING AGREEMENTS (CBAs) AS OF DECEMBER 31, 2012				
	LATAM	EUROPE	AFRICA	USA
Total Number of Employees covered by a Collective Bargaining Agreement	54	1092	79	0
% of Total Employees covered by a Collective Bargaining Agreement	77%	91%	70%	0%
Total Number of Employees in a Union	0	725	0	0
% of Total Employees in a Union	0%	62%	0%	0%

Comments:

Within LATAM, employees in Brazil only are covered by a CBA. Within Europe, employees from France, Romania, Bulgaria, Ukraine and Italy are covered by a CBA and employees in Bulgaria and Ukraine participate in unions. Within Africa, employees in Togo and Rwanda are covered by a CBA.

TRAINING DATA 2012				
	LATAM	EUROPE	AFRICA	USA
Total Training Hours	5,916	2,534	294	-
Manager Training Hours	1,172	24,190	2,405	1,110
Non-Manager Training Hours	4,744	27	16	1,110
Average Training Hours for All Employees	85	21	24	19
Average Training Hours for Managers	49	27	16	-
Average Training Hours for Non-Managers	103	20	25	28

## Anti-Corruption Impacts

ANTI-CORRUPTION IMPACTS		
	2011	2012
Total Number of ContourGlobal Businesses Analyzed for Corruption Risks	21	34
Percentage of Businesses Analyzed for Corruption Risks	100%	100%
Percentage of Employees Receiving Anti-Corruption Training	86%	92.3%



## Human Rights and Social Impacts

We review all of our businesses for Human Rights impacts, both in normal operation and throughout our supply chain. We conduct social and environmental impact assessments and implement management programs as recommended, and all of our businesses

implement community programs to address local needs. While operating, we conduct onsite inspections and observe employment practices of our suppliers.

We have not reported any incidents of violations involving human rights or rights of indigenous people and actions taken in 2012 were limited to assessing our impacts, with no potential impacts identified. In 2012 we did

not record any grievances regarding human rights impacts. We received some isolated societal grievances but none were significant. We have not yet developed a formal training program for our security personnel. In most cases, we have contracted security firms and in our due diligence we assess human rights risks and technical competency of security personnel.

HUMAN RIGHTS IMPACTS		
	2011	2012
Total Number of Incidents of Discrimination	0	0
Total Number of Incidents of Child Labor	0	0
Total Number of Incidents involving Indigenous Rights	0	0

## Environmental Impacts

CO <sub>2</sub> EMISSIONS (DIRECT)				
	NET CO <sub>2</sub> , TONNES		NET CO <sub>2</sub> , TONNES/MWh	
	2011	2012	2011	2012
Total Thermal	8,586,632	6,716,815	0.63	0.87
Total Solutions	52,421	66,378	0.31	0.48

In 2011 we reported our monthly average CO<sub>2</sub> emissions. We have restated 2011 to reflect the Gross Direct CO<sub>2</sub> emissions.

AIR EMISSIONS (mg/Nm <sup>3</sup> )								
	NO <sub>x</sub> (PLANT STACK)		SO <sub>2</sub> (PLANT STACK)		DUST/PM10 (PLANT STACK)		CO (PLANT STACK)	
	2011	2012	2011	2012	2011	2012	2011	2012
Coal, Gas & Oil	1,048	1,004	520	569	101	106	150	155
Solutions	123	399	n/a	n/a	3	18	207	552

Our 2011 data has been restated to ensure consistency with 2012 and now includes data from our Sochagota business.

WATER WITHDRAWAL (m <sup>3</sup> )						
	PURCHASED WATER		SURFACE WATER		GROUND WATER	
	2011	2012	2011	2012	2011	2012
Coal, Gas & Oil	380,253	232,769	27,651,852	23,594,608	86,373	61,812
Solutions	183,658	262,634	n/a	n/a	24,215	n/a

Our 2011 water withdrawal has been restated to be consistent with our 2012 reporting methodology that measures water in m<sup>3</sup>. Our water withdrawal is measured by metering and actual consumption.

FUEL CONSUMPTION, GJ		
FUEL TYPE	2011	2012
Non Renewables including, coal, gas, oil	77,832,699	69,678,318

Fuel consumption is measured on a usage basis.

SPILLS & CONTAMINATION		
	2011	2012
Number of Spills	26	18

Our Maritsa and Togo businesses reported spills in 2012. The spills were insignificant and no permanent impacts to the environment were reported, nor did they result in legal action or fines. Corrective actions were taken for all spills.





Our Solutions quad-gen facility in Knockmore Hill, Northern Ireland

## Economic Impacts

ECONOMIC PERFORMANCE (IN THOUSANDS USD) <sup>1</sup>			
	2010	2011	2012
Net Revenue	\$183,066	\$496,211	\$796,723
Operating Costs <sup>2</sup>	not reported	not reported	\$659,659
Income Tax Expense	not reported	not reported	\$25,144
Community Investments	not reported	not reported	not reported
Total Assets	\$1,335,556	\$3,054,868	\$2,771,917
Total Liabilities	not reported	not reported	\$2,319,155
Total Equity	not reported	not reported	\$452,762

<sup>1</sup> The economic performance for 2012 has been prepared in the context of the Company's transition of the group accounting policies from US GAAP to International Financial Reporting Standards ("IFRS") using a first time adoption date of January 1, 2012. Thus, the numbers presented for 2012 are not always comparable with prior years which are in US GAAP. However, the 2012 financial results will form the comparable financial information for future years.

<sup>2</sup> Operating costs include Employee Benefits of \$72,717.

## Electricity Sector Impacts

CO <sub>2</sub> ALLOWANCES BY CARBON TRADING FRAMEWORK	
CARBON TRADING FRAMEWORK	ALLOWANCES, TONNES
EUAs	6,977,270
ERUs	65,057
CERs	46

TRANSMISSION & DISTRIBUTION LINES		
	AERIAL, km	UNDERGROUND, km
Renewable - Operations	93	0
Renewable - Construction	41	0



## GRI G4 CONTENT INDEX

## GENERAL STANDARD DISCLOSURES

General Standard Disclosures	Page	External Assurance
<b>STRATEGY AND ANALYSIS</b>		
G4-1	Message from CEO, p. 5; Our Key Risks and Management Approach to Sustainability, p. 15	n/a
<b>ORGANIZATIONAL PROFILE</b>		
G4-3	2012 At a Glance, p. 3; Message from CEO, p. 5; Our 2012 Corporate Action Plan, p. 11; Our Key Risks and Management Approach to Sustainability, p. 15; Looking Forward, p. 26	n/a
G4-4	Our Business, p. 8	n/a
G4-5	Our Report and Performance Impacts, p. 27	n/a
G4-6	Our Business, p. 8; Our Report and Performance Impacts, p. 27	n/a
G4-7	Manage Our Business Responsibly, p. 20	n/a
G4-8	2012 At a Glance, p. 3; Our Report and Performance Impacts, p. 27	n/a
G4-9	2012 At a Glance, p. Our Business, p. 8; Our Report and Performance Impacts, p. 27	n/a
G4-10	Our Report and Performance Impacts, p. 27	n/a
G4-11	Our Report and Performance Impacts, p. 27	n/a
G4-12	Manage Our Business Responsibly, p. 20	n/a
G4-13	Our Business, p. 8; Manage Our Business Responsibly, p. 20; Our Report and Performance Impacts, p. 27	n/a
G4-14	Our Key Risks and Management Approach to Sustainability, p. 15	n/a
G4-15	Enhance Our Operating Environment, p. 25	n/a
G4-16	Enhance Our Operating Environment, p. 25	n/a
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4-17	Our Report and Performance Impacts, p. 27	n/a
G4-18	Our Report and Performance Impacts, p. 27	n/a
G4-19	Our Report and Performance Impacts, p. 27; GRI G4 Content Index, p. 35-38	n/a
G4-20	Our Report and Performance Impacts, p. 27	n/a
G4-21	Our Report and Performance Impacts, p. 27	n/a
G4-22	--	n/a
G4-23	Our Report and Performance Impacts, p. 27	n/a
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	Our Stakeholders, p. 9	n/a
G4-25	Our Stakeholders, p. 9	n/a
G4-26	Our Stakeholders, p. 9	n/a
G4-27	Our Stakeholders p. 9	n/a
<b>REPORT PROFILE</b>		
G4-28	Our Report and Performance Impacts, p. 27	n/a
G4-29	Our Report and Performance Impacts, p. 27	n/a
G4-30	Our Report and Performance Impacts, p. 27	n/a
G4-31	Our Report and Performance Impacts, p. 27	n/a
G4-32	Our Report and Performance Impacts, p. 27	n/a
G4-33	Our Report and Performance Impacts, p. 27	n/a
<b>GOVERNANCE</b>		
G4-34	Manage Our Business Responsibly, p. 20	n/a
<b>ETHICS AND INTEGRITY</b>		
G4-56	Manage Our Business Responsibly, p. 20	n/a
<b>SECTOR SUPPLEMENT DISCLOSURES</b>		
EU1	Our Report and Performance Impacts, p. 27	n/a
EU2	Our Report and Performance Impacts, p. 27	n/a
EU5	Our Business, p. 8	n/a

For additional information, please see our corporate website at [www.contourglobal.com](http://www.contourglobal.com)

## SPECIFIC STANDARD DISCLOSURES

### Aspect Boundaries

- Material for all entities within the organization and all entities and groups outside the organization
- Material for all entities within the organization and Suppliers outside the organization
- Material for all entities within the organization, all employees, contractors, and all labor and Health and Safety groups outside the organization, particularly in developing countries
- Material for all IPP entities within the organization and stakeholders of our IPP businesses
- Material for all entities within the organization, all employees, and all labor groups outside the organization
- Material for all entities within the organization, all employees, contractors, and all labor and Health and Safety groups outside the organization
- Material for entities in Brazil, Peru, and Rwanda and entities and groups outside the organization in those countries.

Material Aspects	Aspect Boundaries	DMA Page #	Indicators	Indicator Page #	Omissions	External Assurance
<b>ECONOMIC</b>						
Economic Performance	<span style="color: green;">●</span>	Message from CEO, p. 5; Our Business, p. 8; Manage Our Business Responsibly, p. 20	G4-EC1	Our Report and Performance Impacts (Economic Impacts), p. 34	We do not have information available for significant businesses or information broken out by region. Additionally we have reported Total Equity instead of Net Equity and we are unable to report on Capital. We will begin reporting these in 2014.	Audited results
Indirect Economic Impacts	<span style="color: brown;">●</span>	Our Stakeholders, p. 9; Manage Our Business Responsibly, p. 20	G4-EC7	Our Business, p. 8; Our Report and Performance Impacts (Operational Impacts), p. 30		n/a
	<span style="color: brown;">●</span>	Grow Well, p. 16; Manage Our Business Responsibly, p. 20	G4-E8	Message from CEO, p. 5; Our Business, p. 8; Manage Our Business Responsibly, p. 20; Enhance Our Operating Environment, p. 25	We are unable to report fully the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas due to lack of data. We will begin reporting on this indicator in 2014.	n/a
Procurement Practices	<span style="color: orange;">●</span>	Our Stakeholders, p. 9; Manage Our Business Responsibly, p. 20	G4-EC9	Manage Our Business Responsibly, p. 20; Enhance Our Operating Environment, p. 25	We are unable to report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation and we have not reported the definition used for "significant locations of operation". We will define our significant locations of operation and begin reporting on this indicator in our 2014 report.	n/a
System Efficiency	<span style="color: green;">●</span>	Our 2012 Corporate Action Plan	EU11	Our Report and Performance Impacts (Operational Impacts), p. 30		n/a
<b>ENVIRONMENTAL</b>						
Energy	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16; Manage Our Business Responsibly, p. 20	G4-EN3	Our Report and Performance Impacts (Environmental Impacts), p. 33	We have not reported steam consumption or steam sold as it is insignificant.	n/a
	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN5	Our Report and Performance Impacts (Operational Impacts and Environmental Impacts), p. 30, p. 33		n/a
Water	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN8	Our Report and Performance Impacts (Environmental Impacts), p. 33		n/a
	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN10	Our Report and Performance Impacts (Environmental Impacts), p. 33	We have reported water usage on a consumption basis.	n/a
Biodiversity	<span style="color: teal;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN11	Our Report and Performance Impacts (Environmental Impacts), p. 33	We are unable to report due to insufficient data. We will be implementing a biodiversity management plan in 2014 and will begin reporting on this indicator within two years.	n/a
Emissions	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN15	Our Report and Performance Impacts (Environmental Impacts), p. 33	We have reported only CO2 and we have not reported global warming potential (GWP) rates used or a reference to the GWP source. We will begin reporting GWP rates in 2014.	n/a
	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN18	Our 2012 Corporate Action Plan, p. 11, Our Report and Performance Impacts (Environmental Impacts), p. 33		n/a
	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN21	Our Report and Performance Impacts (Environmental Impacts), p. 33	We have used direct measurement to report G4-EN21.	n/a
Effluents & Waste	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN24	Our Report and Performance Impacts (Environmental Impacts), p. 33		n/a
Compliance	<span style="color: green;">●</span>	Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-EN29	Our Report and Performance Impacts (Environmental Impacts), p. 33		n/a
Supplier Environmental Assessment	<span style="color: orange;">●</span>	Manage Our Business Responsibly, p. 20	G4-EN32	Manage Our Business Responsibly, p. 20	We do not undertake formal supplier environmental assessments but review suppliers environmental performance as part of our due diligence. We will begin assessments over the next three years.	n/a
Environmental Grievance Mechanisms	<span style="color: green;">●</span>	Manage Our Business Responsibly, p. 20	G4-EN34	Manage Our Business Responsibly, p. 20	No environmental grievances have been recorded in 2012.	n/a



## SPECIFIC STANDARD DISCLOSURES (CONTINUED)

Material Aspects	Aspect Boundaries	DMA Page #	Indicators	Indicator Page #	Omissions	External Assurance
<b>SOCIAL</b>						
Employment	●	Operate Safely and Efficiently and Minimize Impacts, p. 16; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA1	Our Report and Performance Impacts (Labor Impacts), p. 31-32	We have not reported the new employee hires by age group or gender but will begin reporting this in 2013.	n/a
	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA2	Our Report and Performance Impacts (Labor Impacts), p. 31-32	We have reported an overview of benefits included for full-time employees and will report additional details in 2013.	n/a
Labor/Management Relations	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA4	Our Report and Performance Impacts (Operational Impacts), p. 30; Our Report and Performance Impacts (Labor Impacts), p. 31-32		n/a
	●	Operate Safely and Efficiently and Minimize Impacts, p. 16; Our Report and Impacts (Labor Impacts), p. 31-32	EU14	Our Key Risks and Management Approach to Sustainability, p. 15: Operate Safely and Efficiently, and Minimize Impacts, p. 16		n/a
	●	Operate Safely and Efficiently and Minimize Impacts, p. 16; Our Report and Impacts (Labor Impacts), p. 31-32	EU16	Our Key Risks and Management Approach to Sustainability, p. 15: Operate Safely and Efficiently, and Minimize Impacts, p. 16		n/a
	●	Operate Safely and Efficiently and Minimize Impacts, p. 16; Our Report and Impacts (Labor Impacts), p. 31-32	EU17	Our Report and Performance Impacts (Health & Safety Impacts), p. 29	We have not reported days worked broken out by type of activity. This will be reported in 2014.	n/a
Occupational Health & Safety	●	Message from CEO, p. 5; Operate Safely and Efficiently and Minimize Impacts, p. 16	G4-LA6	Our Report and Performance Impacts (Health & Safety Impacts), p. 29	We are unable to report by region or gender due to insufficient data and we do not report on absentee rate or occupational disease rate as it is not significant for our businesses. We intend to report on region and gender in 2014.	n/a
	●	Our Report and Performance Impacts (Health and Safety Impacts), p. 29	EU18	Our Report and Performance Impacts (Health and Safety Impacts), p. 29		n/a
Training & Education	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA9	Our Report and Performance Impacts (Labor Impacts), p. 31-32	We are unable to report on gender due to insufficient data. We will report on gender in 2014.	n/a
	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA11	Our Report and Performance Impacts (Labor Impacts), p. 31-32		n/a
Diversity & Equal Opportunity	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA12	Our Report and Performance Impacts (Labor Impacts), p. 31-32	We have not reported the percentage of individuals within the organization's governance bodies the categories of gender, age, or minority groups due to insufficient data. We will report on this in 2014. We do not report on minority groups in our employee data due to insufficient data. We will report on minority groups where material in 2014.	n/a
Equal Remuneration for Women and Men	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA13	Not Reported	We do not distinguish by gender in our hiring or remuneration practices, however, we have not undertaken any formal processes to document this. We will report on equal remuneration in 2013.	
Supplier Assessment for Labor Practices	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA14	Manage Our Business Responsibly, p. 20	We do not undertake formal supplier labor assessments but review suppliers labor performance as part of our due diligence. We will begin assessments over the next three years.	



Labor Practices Grievance Mechanisms	●	Manage Our Business Responsibly, p. 20; Our Report and Impacts (Labor Impacts), p. 31-32	G4-LA16	Manage Our Business Responsibly, p. 20	We did not have any material grievances regarding labor practices filed, addressed, and resolved through formal mechanisms.	
Investment	●	Manage Our Business Responsibly, p. 20	G4-HR1	Our Report and Performance Impacts (Human Rights and Social Impacts), p. 33	We do not currently define investment agreements or contracts as significant, however, all agreements contain general provisions that counterparties must adhere to ContourGlobal standards. In 2013 we will define and track significant investment agreements and incorporate specific human rights clauses. We also plan to implement a human rights assessment program over the next 3 years.	n/a
Non-Discrimination	●	Our Report and Impacts (Labor Impacts), p. 31-32	G4-HR3	Our Report and Performance Impacts (Labor Impacts), p. 31-32		n/a
Freedom of Association and Collective Bargaining	●	Manage Our Business Responsibly, p. 20	G4-HR4	Our Report and Performance Impacts (Labor Impacts), p. 31-32		n/a
Child Labor	●	Manage Our Business Responsibly, p. 20	G4-HR5	Manage Our Business Responsibly, p. 20; Our Report and Performance Impacts (Labor Impacts), p. 31-32		n/a
Forced or Compulsory Labor	●	Manage Our Business Responsibly, p. 20	G4-HR6	Our Key Risks, p. 15; Manage Our Business Responsibly, p. 16; Our Report and Performance Impacts (Labor Impacts), p. 31-32		n/a
Security Practices	●	Our Report and Impacts (Human Rights and Social Impacts), p. 33	G4-HR7	Manage Our Business Responsibly, p. 16; Our Report and Performance Impacts (Human Rights and Social Impacts), p. 33		n/a
Indigenous Rights	●	Our Stakeholders, p. 9; Our Report and Impacts (Human Rights and Social Impacts), p. 33	G4-HR8	Our Report and Performance Impacts (Human Rights and Social Impacts), p. 33		n/a
Supplier Human Rights Assessment	●	Manage Our Business Responsibly, p. 20	G4-HR10	Our Report and Performance Impacts (Human Rights and Social Impacts), p. 33	We do not undertake formal supplier human rights assessments but review suppliers human rights performance as part of our due diligence. We will begin assessments over the next three years.	n/a

## SPECIFIC STANDARD DISCLOSURES (CONTINUED)

Material Aspects	Aspect Boundaires	DMA Page #	Indicators	Indicator Page #	Omissions	External Assurance
<b>SOCIAL (CONTINUED)</b>						
Human Rights Grievance Mechanism	●	Manage Our Business Responsibly, p. 20	G4-HR12	Manage Our Business Responsibly, p. 20; Our Report and Performance Impacts (Human Rights and Social Impacts), p. 33		n/a
Local Communities	●	Grow Well, p. 16	G4-SO1	Manage Our Business Responsibly, p. 20; Our Report and Performance Impacts (Human Rights and Social Impacts), p. 33		n/a
	●	--	EU19	Grow Well, p. 16		n/a
	●	Manage Our Business Responsibly, p. 20	EU20	Manage Our Business Responsibly, p. 20	We manage impacts related to displacement on a case by case basis. An example of our general approach is provided in the KivuWatt case study in the report.	n/a
Disaster/Emergency Planning and Response	●	n/a	EU21	Manage Our Business Responsibly, p. 20		n/a
Anti-corruption	●	Manage Our Business Responsibly, p. 20	G4-SO3	Our Stakeholders, p. 9; Manage Our Business Responsibly, p. 20; Our Report and Performance Impacts (Anti-Corruption Impacts), p. 32; Our Report and Performance Impacts (Human Rights and Social Impacts), p. 33		n/a
	●	Manage Our Business Responsibly, p. 20	G4-SO4	Manage Our Business Responsibly, p. 20; Our Report and Performance Impacts (Anti-Corruption Impacts), p. 32		n/a
Compliance	●	Manage Our Business Responsibly, p. 20	G4-SO8	Manage Our Business Responsibly, p. 20		n/a
Supplier Assessment for Impacts on Society	●	Manage Our Business Responsibly, p. 20	G4-SO9	Manage Our Business Responsibly, p. 20	We do not undertake formal supplier society impact assessments but review suppliers societal performance as part of our due diligence. We will begin assessments over the next three years.	n/a
Grievance Mechanisms for Impacts on Society	●	Manage Our Business Responsibly, p. 20	G4-SO11	Manage Our Business Responsibly, p. 20	We did not have any material grievances regarding impacts on society. Minor grievances are raised at the local level and resolved. Examples of our management approach can be found in the KivuWatt Case Study.	

## SECTOR SUPPLEMENT DISCLOSURES

Material Aspects	Aspect Boundaires	DMA Page #	Indicators	Indicator Page #	Omissions	External Assurance
Availability & Reliability	●	n/a	EU6	Our Key Risks, p. 15; Operate Safely and Efficiently and Minimize Impacts, p. 16		n/a
Research & Development	●	n/a	EU8	Our Key Risks, p. 15; Grow Well, p. 16; Operate Safely and Efficiently and Minimize Impacts, p. 16	Research and development expenditure is not tracked separately as it is part of our core operations and immaterial as a stand-alone expense.	n/a
Public Health and Safety	●	Our Report and Performance Impacts (Health & Safety Impacts), p. 29	EU25	Our Report and Performance Impacts (Health & Safety Impacts), p. 29		n/a
Access	●	Message from CEO, p. 5; Grow Well, p. 16; Operate Safely and Efficiently and Minimize Aspects, p. 16; Our Report and Performance Impacts (Operational Impacts), p. 30	EU28	Our Report and Performance Impacts (Operational Impacts), p. 30		n/a



## SPECIFIC STANDARD DISCLOSURES (CONTINUED)

Material Aspects	Aspect Boundaires	DMA Page #	Indicators	Indicator Page #	Omissions	External Assurance
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## SECTOR SUPPLEMENT DISCLSOURCES (CONTINUED)

	●	Message from CEO, p. 5; Grow Well, p. 16; Operate Safely and Efficiently and Minimize Aspects, p. 16; Our Report and Performance Impacts (Operational Impacts), p. 30	EU29	Our Report and Performance Impacts (Operational Impacts), p. 30		n/a
	●	Message from CEO, p. 5; Grow Well, p. 16; Operate Safely and Efficiently and Minimize Aspects, p. 16; Our Report and Performance Impacts (Operational Impacts), p. 30	EU30	Our Report and Performance Impacts (Operational Impacts), p. 30		n/a



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