



ContourGlobal

# 2011 Annual Corporate Sustainability Report

CONTOURGLOBAL®





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## 2011 Was a Year of Dramatic and Transformational Change

Our business doubled in size and people and we grew into several new countries. With this increased size we have redoubled our commitment to sustainable development and operations. We added 1,714 MW to our portfolio of assets, 1,708 MW through the acquisition of operating businesses in Bulgaria and Spain. We expanded into two countries and the number of ContourGlobal people increased by 589. Our growth in revenues was 171% and our assets increased by US\$1.8b to US\$3.1b.

This step-change in our businesses demonstrated our commitment to creating value for our investors through sustainable business development. However, this shift also required that we improve the way we do things within the organization to ensure we properly focused on social and environmental impacts. The strategies we developed centered around the UN Global Compact (UNGC) Principles – principles we have followed from the inception of our company because they embody what we believe a company needs to do to be a “good” company – and focused on health, safety and reliable operations, while operating in a socially responsible manner with the highest standards of ethical behavior and professionalism.

Our results were mixed. On the health and safety front, we were devastated to report a fatality of a contractor at one of our Nigerian sites. This event shocked us and caused us to rethink our construction and health and safety organization. We realized we did not communicate enough about safety risks and

implemented widespread actions to improve the way we train and teach. We also realized we did not have enough health and safety professionals in our organization and we added full-time employees and advisors to improve our standards, policies and procedures and our on-site audits. We focused intensely on proactive reporting of hazards and near misses, indicators we believe are critical to providing a healthy and safe working environment for our people. We will continue to strive toward our objective of zero harm by prioritizing our health and safety programs throughout the organization.

Elsewhere our operational performance in 2011 was very strong. We provided a reliable supply of electricity and minimized our environmental impacts through careful planning and compliance. The impacts of our newly acquired assets were carefully reviewed and met our standards for investment due to the use of natural gas as a fuel, in the case of Arrubal, and the installation of Flue Gas Desulfurization equipment, in the case of Martisa. Our projects in Kiev, Ukraine and Radzymin, Poland reached the commissioning phase, providing power generation for our client with the capture of carbon dioxide emissions.

In addition to the organic growth of the company, we also improved our businesses commercially. We successfully financed our new acquisitions and expansion through construction and maintained strong relationships with our investors. We developed our project pipeline to support new growth initiatives and continued to build the corporate support services infrastructure by completing our SAP implementation and adopting additional policies and procedures in such areas as health and safety and anti-corruption.

We make it our mission to go “one step beyond power” by improving our local communities through engagement and social investment. We are proud to provide such a basic necessity many communities where electricity did not previously exist but we want to do more. Philanthropic activities in Bulgaria, environmental educational initiatives in Brazil, and partnerships with schools in Togo are just a few examples of our commitment to act in a socially responsible way at all of our businesses.

Meeting energy needs without compromising a country’s ability to generate electricity in the future is a challenge and ContourGlobal is uniquely positioned to do this in both developing economies and developed countries. By managing the social, economic and environmental impacts of our operations, with an intense focus on safety and ethical standards, we can achieve our sustainability objectives. We will do this by developing a global carbon management program, continuously improving our operational performance at a more detailed and precise level, embedding the UNGC principles in all areas of our business, and supporting the communities we serve. We look forward to new opportunities for collaboration with all stakeholders to further build a best in class sustainable power company.



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

We actively solicit and welcome your feedback to improve our performance and this report. Please send to: [SustainabilityFeedback@ContourGlobal.com](mailto:SustainabilityFeedback@ContourGlobal.com)



# Overview

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ContourGlobal develops, acquires, and operates electric power generation businesses. We manage and operate a portfolio of 30 power plants, with approximately 2,736 megawatts (“MW”) of installed gross capacity in operation or under construction. This portfolio spans 14 countries and 4 continents, utilizing a wide range of fuel types, technologies and equipment. In 2011, 21 of these plants were in operation (collectively, our “operating assets”), with a combined installed gross capacity of approximately 2,498 MW – approximately 92% of our total portfolio capacity. The acquisition of our two most recent power plants,

Maritsa and Arrubal, closed in June and July of 2011 respectively. In addition to our operating assets, we also had seven projects under construction with a total gross capacity of approximately 238 MW.

We operate two primary business lines: (i) an independent power producing (“IPP”) business and (ii) a customized energy solutions business (“CG Solutions”).

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. This business comprises approximately 98% of our installed gross portfolio capacity. We are a world-class operator and have significantly improved operations at the facilities we have acquired. Our experienced management team uses best practices across environmental, health, safety and operations standards, which provides us with significant advantages in operations management, development and acquisitions.

Our CG Solutions business develops and operates customized, on-site energy solutions in developed and developing markets to enhance the

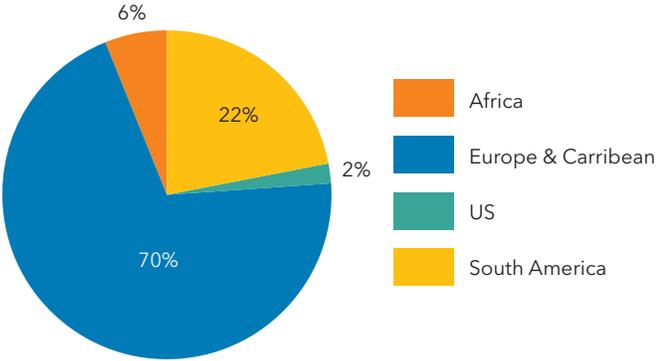
energy efficiency and environmental profiles of corporate clients. Our CG Solutions business comprises approximately 2% of our portfolio's total installed gross capacity. CG Solutions has developed and is currently operating (i) co-generation facilities, which produce electric power and heat (the "Co-Gen 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. We have also incorporated lightweight, flexible, thin-film rooftop photovoltaic solar installations into certain of our CG Solutions facilities, producing additional sustainable energy at suitable manufacturing

facilities. We have established a landmark partnership with the Coca-Cola Hellenic Bottling Company ("CCH"), to work together to develop combined heat and power plants at a number of CCH bottling facilities. We are also discussing with other multinational corporations to provide similar on-site energy solutions in order to expand our CG Solutions business.

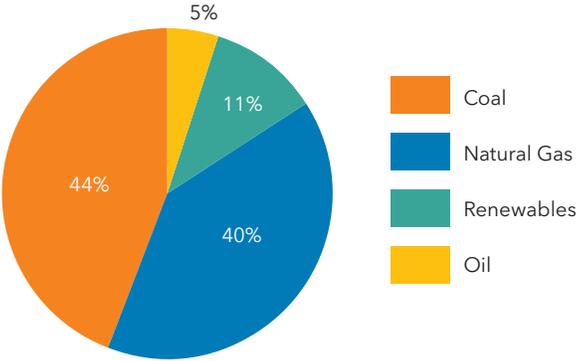
**GROSS CAPACITY BY REGION**

This chart includes projects under construction that will be placed in service by 2013.



**GROSS CAPACITY BY FUEL TYPE**

This chart includes projects under construction that will be placed in service by 2013.



# Our Business

## Long-term power purchase agreements for predictability

We primarily invest in assets and businesses that can provide a reliable source of energy under contracts that do not expose us or our customer to energy or fuel price volatility. Such reliability of supply and pricing stability provides a significant benefit to our stakeholders. We do this by entering into long-term power purchase agreements and/or securing other off-take arrangements, including regulated capacity payments, with creditworthy counterparties. Our contracts often include formulaic pricing mechanisms that provide us with predictable revenues over the contract term and provide the purchaser with predictable expenses. Where possible, we lock-in long-term fuel supply contracts that either eliminate or minimize price volatility or utilize readily available natural resources without variable costs such as wind or solar. These practices help reduce our risk profile while also providing our off-takers with expense transparency.

## Collaboration with governments, large corporations, multi-lateral lenders and sophisticated investors

When developing new sources of electricity production, we often collaborate with governments and large corporations to address their specific power and infrastructure

needs. By working with these partners during the development phase of our greenfield projects, we are able to tailor the technical and commercial features to better allocate risks and provide sustainable long-term solutions. For example, in Togo, we worked very closely with La Compagnie Energie Electrique du Togo (“CEET”) and the Government of Togo to structure a project with multi-fuel flexibility. This strategy allowed us to build a power plant with 100 MW of gross capacity well in advance of the availability of natural gas coming from Nigeria via the West Africa Gas Pipeline. Now that natural gas has become available, we expect to mostly run on natural gas, a lower cost fuel option. Our ability to also burn heavy fuel oil and diesel oil, in compliance with the World Bank’s environmental standards, means that we have been, and will continue to be, able to ensure the country’s electricity needs are met even during times that the natural gas supply has been interrupted or curtailed. This is critically important in Togo where hydro-electric power supplies can be unreliable and a significant percentage of power is imported from neighboring countries.

Similarly, we have also collaborated with the government of Rwanda and the Rwandan Energy, Water and Sanitation Authority (“EWSA”) (formerly called Electrogaz and REC) to extract methane gas from Lake Kivu to serve as fuel intake for a new power plant. In this groundbreaking project, we have designed barge

mounted facilities to capture the naturally produced and potentially dangerous methane gas from deep within the lake to fuel a power plant that we are building on shore. We have worked closely with national officials to obtain the specific concession required to pursue such development of natural resources.

In our ContourGlobal Solutions business, our customer, Coca-Cola Hellenic Bottling Company (CCH), required specific energy products to fulfill its production requirements. To accommodate the company’s unique bottling demands, we worked on an open-book basis with CCH to design and install the CG Solutions facilities, in order to coordinate and match our efforts with their production regime during operations.

## Growth focused, with investments in both greenfield development projects and acquisitions while minimizing development risk

We are expanding our business through both greenfield development and acquisition of existing power plants, thus leveraging our existing capabilities across a range of countries, fuel types and technologies. We have a growing portfolio of greenfield development projects – our power plants in Togo and Brazil are both prime examples of businesses we have developed from the ground up – and we have acquired and integrated important

businesses through acquisition—Termoemcali in Colombia is a notable illustration in addition to our large acquisitions in 2011. In the future, we plan to rely on both types of investing to grow our company.

In all projects, whether greenfield, brownfield or acquisition, we believe it is essential to minimize development risks. Throughout the development phase, we focus primarily on providing low cost electricity to underserved or niche markets using proven technologies. We look for reliable fuel supplies and/or natural resources, ranging from local or regional solid fuel deposits to hydro, wind and solar. Local sources of fuel feedstock often provide the most cost-efficient alternative to imported fuels. As a result, our businesses reduce the overall cost of electricity to the country while also improving the reliability of supply. We work with well-defined milestones to minimize the risk of exceeding budgeted development costs. Development budgets are approved centrally and reviewed frequently to assess progress and likelihood of success. This approach promotes proactive decision-making at early stages of development.

This approach has served us well. In the last five years, we have developed or acquired power plants with over 2.5 GW of total gross capacity, including 21 greenfield plants. We have the internal resources to complete a significant portion of the greenfield engineering development work and to conduct due diligence for potential acquisitions on our own. This in-house capability combined with our local, on-the-ground management teams has allowed us to move quickly to seize attractive acquisition opportunities and construct new facilities efficiently, in both developed and emerging



## Key Events in 2011

On June 28, 2011, we acquired a new business in Bulgaria, a 73% ownership interest in a lignite-fired power plant (“Maritsa”) with a gross capacity of 908 MW. ContourGlobal operates and maintains this power plant which represents approximately 33% of the total gross capacity of our portfolio.

On July 28, 2011, we acquired a combined cycle gas power plant in Arrubal, Spain (“Arrubal”) with a gross capacity of 800 MW. Arrubal represents approximately 29% of the total gross capacity of our portfolio.

# Underserved Markets

With our extensive experience in emerging markets, we believe we provide the necessary perspective to develop projects in these often energy-poor areas. Our employees, from our local plant managers to our global executive team, have developed strong working relationships with development financial institutions, regulators and other industry participants in the markets in which we operate. As a result, governments of developing countries work collaboratively with us on the power generation projects needed to grow their economies and improve their citizens' standards of living. We believe we can help meet the electricity needs or improve the reliability of supply in emerging markets, where capital is scarce and where the complexity of developing, operating, and financing power generation assets can create investment barriers for less-experienced and resourceful organizations.

markets, with minimal schedule delays or cost overruns.

## Operational excellence

We believe that a sustainable power company begins with a commitment to operational excellence. Excellence in operations ensures that we will protect our employees from the hazards that accompany working in an industrial working environment and that we will burn the minimum possible fossil fuels in our thermal power plants. Our performance demonstrates a consistent track record of safe and efficient operation. Our projects utilize proven technology including Siemens (v94.3A and 501F), LMZ (k-225), ABB Alstom (HDY65), Fuji Electric turbines (490 ths.lb/hr), Wärtsilä (W18V50DF and 12V32), GEJ (GE620), SEMT Pielstick (16PA6) and Cummins (C1160) engines. More than 36% of our portfolio's capacity has either commenced operations or been significantly refurbished within the last three years, thus ensuring that we are conserving fuel by using the best available thermal technology. More than 86% of our projects (based on gross installed capacity)

have a remaining useful life of 15 years or more. Our largest facility, Maritsa, was extensively refurbished during the period from 2003 to 2009; extending the power plant's expected life well beyond its PPA expiry in 2024.

Our projects have strong operational track records, demonstrating average equivalent forced outage rates of 2.9% in 2011, an improvement from 4.1% from 2009.<sup>1</sup> Additionally, the weighted average availability factor of our facilities has improved from 85.0% in 2009 to an average rate of 90% in 2010 and 2011. We have an experienced team of plant personnel, capable of handling ongoing operational issues while also working to improve plant performance.

Operational excellence at Contour-Global includes detailed attention to our health and safety program. Despite our robust program, we reported a fatality in Nigeria in January, 2011, the first ever in our organization's history. A full investigation was undertaken and improvement actions immediately implemented. In other businesses, exemplary safety efforts were recognized

through our Safety Award program. A Silver Award was granted to São Domingos II (Brazil) and Bronze Awards were granted to our facilities located in Kramatorsk, Ukraine; Lomé, Togo; Knockmore Hill, Northern Ireland; Termoemcali, Colombia; Kiev, Ukraine and Benin City, Nigeria. The performance criteria for a Silver Award includes two years without a Lost Time Incident<sup>2</sup> ("LTIs"), monthly safety inspections equivalent to 30% of the site's full-time employees, and implementation of a robust visitor induction program. The Bronze Award recognizes businesses that have reached one year without a LTI, monthly safety inspections equivalent to 20% of the site's full-time employees, and implementation of a robust visitor induction program.

## A diversified generation portfolio by geography, technology and fuel source

Diversification is a critical element of our overall sustainability strategy. Our power plants are located in 14 countries and on four continents. We have facilities in both developed countries (currently 34% of gross installed capacity) and emerging markets (currently 66% of gross installed capacity). This diversification lowers our economic, regulatory and geopolitical risk. Our plants

<sup>1</sup> 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

<sup>2</sup> An incident where personal injury is sustained resulting in an employee being unable to work a full assigned workshift.

also utilize multiple fuel sources, with a projected 2013 distribution of 44% coal, 44% natural gas, 11% renewable (hydro, wind, solar, biogas and biomass), and 1% oil.

Deciding which fuel we will use in new power plant development is a critical step in the development process. Base-load plants, for example, require steady, reliable fuel supplies to ensure uninterrupted operations, and some renewable fuel sources are simply too variable for these applications. In many of the markets where we operate, there is an overwhelming need for reliable, base-load power. In the absence of hydrological reserves, gas and coal are generally the preferred fuels for reliable, base-load power. Weather and other environmental factors also can play a part in the decision-making, particularly when considering renewable fuel sources such as solar or wind. And, of course, fuel cost is always a critical factor, especially when the expense is passed on to the customer. Because fuel transportation can be a big contributor to overall cost, we have turned to indigenous resources as a source of fuel for many of our projects. This approach has earned strong support from local and national governments because of the added economic boost local fuel extraction and production can provide. Finally, many of the countries in which we operate are seeking to diversify their own fuel portfolios, and in those locales we have helped our partners reduce dependence on a single fuel source to help improve overall system reliability.

Irrespective of the energy source used to produce electricity, a companion tenet to our business strategy is to ensure that we run efficiently, minimize our environmental impact, and, where feasible, make investments to reduce greenhouse

gases. The following projects illustrate this commitment:

- Our recently acquired Maritsa plant in Bulgaria has installed flue gas desulfurization (FGD) units, which together with other emission-reducing measures render it a state of the art facility in Eastern Europe. With investment in NOx reduction equipment slated to begin in 2012, Maritsa will continue to satisfy all EU emission standards for power plants.
- Our combined cycle power plant in Arrubal, Spain burns natural gas, an energy source that emits 50% less CO<sub>2</sub> than coal for the same power output. The plant plays an important role of stabilizing the power grid in Spain, therefore supporting high percentages of renewable energy in the country.
- São Domingos II and Galheiros in Brazil are run-of-river hydro-electric power plants, using the water collected in low-impact reservoirs as a clean fuel source to generate emissions-free electricity. These projects provide the collateral benefits of controlling water flow to prevent flooding and providing new sources of potable water.
- Asa Branca, also in Brazil, is currently under construction and will add another clean technology to our portfolio: wind. Wind powered generation in this region of Brazil not only provides an emissions-free power source but also reduces the dependence of the region on other fuel sources such as hydro.
- Our Solutions Quad-Gen plants in Europe simultaneously lower the client's energy cost, increase the quality and reliability of the energy supplied, and substantially improve the environmental profile of the client's energy use by employing reciprocating gas

engines to provide electricity. The technology also reuses what would otherwise be wasted heat from the engines to create steam, hot water and chilled water while capturing and cleaning CO<sub>2</sub> for use in the bottling process. By capturing the carbon dioxide that would otherwise be emitted from the power plant exhaust stack and purifying it to food grade quality, we provide the necessary CO<sub>2</sub> to carbonate beverages for CCH and others. The result is a power generation facility with nearly zero carbon emissions and the elimination of specialized equipment that would burn traditional fossil fuels as well as carbon emissions associated with the delivery of CO<sub>2</sub> to the site.

- Our Fibrominn facility in Minnesota in the U.S. is the largest animal-waste burning power plant in the world. It represents a "win-win" for the local community and the environment. It generates employment in the region and offers turkey farmers a financial alternative to using their turkey litter into a ground-water polluting fertilizer. Additionally, the ash by-product is resold for use as a high-quality fertilizer. The power plant represents a test case for us to learn to use biomass elsewhere.
- Our ground and roof-mounted solar projects in Italy complete our diversified renewable portfolio. We have strategically placed our solar panels on roofs of existing businesses or on ground locations with no agricultural opportunities. These installations produce emissions free electricity without taking otherwise productive land out of operation.

# Our Sustainability Challenges and Management Response

## Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance

The business of generating electricity is inherently risky to the health, safety and security of our people as well as our contractors, clients, communities and other stakeholders. Operating in developing countries and societies where standards of transparency and business ethics are weak adds another level of complexity to our operations. We have plants and/or development activities in Ukraine, Bulgaria, Romania, Poland, Colombia, Brazil, Togo, Rwanda, and Nigeria, and part of our growth strategy is to expand our business in these and other developing countries. Working in these business environments entails significant uncertainties and it is critical that we understand and manage the resulting risks.

ContourGlobal is committed to providing a healthy and safe work environment and safe behaviors are at the core of our business. As an industrial company, we face hazards every day including electricity, high pressure, high temperature, noise, other hazardous substances, and potential dangers. Given our global footprint, we are often faced with the additional challenge of working in countries where the existing safety standards frequently do not represent best practices,

either legally or culturally. We have tackled these risks with a safety strategy founded on three pillars: policy, compliance and preventive action. Our targets are aggressive – zero fatalities and targets for Lost Time Incidents based on prior year performance, taking into consideration our rapid growth. We take a proactive approach to health and safety, using both leading and lagging indicators to monitor our progress and we systematically use our “Lessons Learned” approach to share experiences and improve our performance.

Our Chief Operating Officer is responsible of the Health & Safety function and our dedicated team of professionals grew in 2011 to include four regional health and safety professionals in addition to many site based individuals focused on this key initiative. This team of professionals is responsible for developing the ContourGlobal Health and Safety Standards, managing the H&S modules of Intalex system used for H&S reporting, defining H&S Training, and implementing H&S audit and reward programs. Our standards are based on the IFC and World Bank Occupational Health and Safety Guidelines and underwent a significant revision in 2011, using external advisors to review and benchmark our policies and to ensure the revised standards are best practice in the energy industry. The revised standards were translated into nine languages and distributed globally to all ContourGlobal employees.

We have integrated internal controls into our business processes to help ensure the safety of our workers and communities. These measures include both a top-down approach to managing our global risks as well as local business controls, giving business managers the flexibility to put in place country – and business specific – risk management practices.

In 2011, we aggressively began reporting incidents and hazards and tracking our site H&S inspections. Our operations team and other users underwent extensive training on how to categorize site activities and report them properly within our Intalex system. In 2011, we also developed a bespoke Health & Safety program specifically designed for the power plant environment. Our audit program expanded significantly in 2011 to include audits at every site, as well as a formalized schedule of inspection, and seven of our businesses received an award through our Safety Reward program.

Additionally, we instituted a Health and Safety Committee responsible for reviewing our activities and providing management with recommendations for improvement. Our Health & Safety Working Group, comprised of site managers from every ContourGlobal construction and operations site, meets weekly with the purpose of providing managers with additional tools to build a robust health and safety culture and promote compliance with our standards, policies and procedures. The H&S Working Group discussions include incident reviews

and distribution of weekly toolbox talks and all members of the Working Group set monthly priorities to improve Health & Safety at their sites.

The Human Resources (HR) team works closely with our employees to ensure they maintain their individual health. We began tracking absenteeism in 2011 at most locations and we ensure that employees comply with national legislation requiring health check-ups. The HR team also helps employees transition back to work after prolonged illnesses and oversees health benefits for all employees, including policies for emergency evacuation and medical benefits abroad.

In 2011, we reported one fatality and 11 Lost Time Incidents<sup>1</sup> ("LTIs") against our target of zero fatalities and 7 LTIs. This figure represents 10 contractor LTIs and 1 employee LTI, a reduction in employee LTIs from 3 in 2010. Our OSHA rates<sup>2</sup> for LTIs for employees and contractors are .08 and .52, respectively, with an overall OSHA rate of .35, an improvement from 2010. This compares favorably with the industry average incidence rate of 2.1.<sup>3</sup> In 2011, we reported 99 First Aid Incidents<sup>4</sup> ("FAIs"). We significantly improved our proactive safety reporting in 2011 increasing our reporting of near misses<sup>5</sup> and starting to report hazards<sup>6</sup> at our sites. We also proactively undertook 4,187 safety inspections in 2011.

To operate sustainably, it is essential to avoid bribery or corruption in any form and we strive to proactively and ethically manage our activities involving governmental officials. We adhere to the rules of the U.S. Foreign Corrupt Practices Act (the "FCPA"), the Anti-Bribery Act of the United Kingdom and other international anti-bribery laws prohibiting 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 maintain internal controls to prevent such payments. Additionally, we have implemented a robust anti-corruption compliance program that comprises policies, procedures, tools and employee training.

The Company's Chief Compliance Officer and Compliance Committee, which reports to our Board of Directors, oversees our anti-corruption and compliance efforts. We continually monitor, test and update our policies. We have updated the core anti-corruption policy three times since we began operations in 2006 and are in the process of adopting a fourth revision. Our policies and procedures have been subject to third party diligence by the Overseas Private Investment Corporation (OPIC), the World Bank group including the International Finance Corporation (IFC), an equity partner in our Togo project, and the Multilateral Investment Guarantee Agency (MIGA), and several of our large investors. In 2007, we also joined TRACE International, the leading voluntary non-governmental organization formed to combat corruption. TRACE provides inventories of best practices in various areas of anti-bribery policy and at our request reviewed our policy in 2009. We are very active with TRACE and have incorporated their due diligence services into our anti-corruption procedures. Finally, we are a signatory to the UN Global Compact and have adopted the Global Compact principles of operations that include a commitment to honor the letter and spirit of anti-corruption laws, including the U.S. FCPA.

Additionally, over the years, we have added policies that deal specifically with areas covered by our anti-corruption policy but which we believe require more detail so that our policy can be understood on an operational level by all employees. For example, we have adopted separate policies governing gifts, hospitality, and travel accommodations to foreign government officials and the engagement of third party advisors and consultants, all of which have detailed provisions discussing the FCPA aspects of these policies.

In the area of the use of third party consultants and advisors, we have several stringent policies related to their engagement, including specific forms for the advisory contract that contain expansive audit rights and compliance provisions, detailed diligence and background checking procedures and Compliance Committee approval for all third parties who will interact with foreign governments for us.

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

2 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:  
OSHA Lost Time Rate =  
(# of OSHA Lost Time Cases x 200,000) /  
# 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.

3 U.S. Bureau of Labor Statistics, NAICS Code 221 - Power Generation.

4 A work-related injury that requires first-aid treatment.

5 An incident where no property was damaged and no personal injury sustained, but where, given a slight shift in time or position, damage and/or injury easily could have occurred.

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

Our training activities for employees and third parties are comprehensive and include: on-site training presented by senior executives and in-house lawyers; on-site training presented by third party experts (including TRACE International); mandatory on-line Training for all employees and the attendance and course completion by senior executives of in-depth seminars sponsored by third parties such as TRACE or the Practising Law Institute. We conduct on-line and onsite training annually including for our Board of Directors.

In general we do not engage agents or consultants to represent us before foreign governments. Instead, ContourGlobal employees perform this work directly. We have engaged consultants and advisors to provide guidance on political, economic and geo-strategic aspects of the regions where we operate.

Our Code of Business Conduct and Ethics, adopted in 2011, sets forth the guidelines for our organization to maintain the highest ethical standards and covers a broad range of subjects including Conflicts of Interest, Corporate Opportunities, Competition and Fair Dealing, Protection and Use of Company Assets, Gifts and Hospitality, Interactions with the Government, Political Contributions and Activities, Company Records, Compliance with Laws and Regulations, and Equal Employment Opportunity and Unlawful Harassment. Our managers are trained on the Code of Conduct and Business Ethics in The ContourGlobal Way, an in-house leadership training program.

In 2011, our Compliance Committee met five times to discuss the Company's compliance program and initiatives, anti-corruption compliance training, and related compliance issues, including

potential instances of noncompliance with the Code of Conduct and Business Ethics or other Company policies and procedures. The Committee conducted four investigations and took actions on issues raised before the Committee. The Committee found no material violations of Company policies. The Committee reviewed all businesses for risks related to corruption. In 2011, we did not have any legal actions for anti-competitive behavior, anti-trust or monopoly practices and we did not face any monetary or non-monetary sanctions for non-compliance with laws and regulations, including those concerning the provision and use of products and services, except as disclosed in the environmental reporting found below.

Our Board of Directors oversees the global management of ContourGlobal. ContourGlobal's Board of Directors is comprised of five members including our

President & Chief Executive Officer Joseph Brandt, and, as of March, 2012, the Chief Executive for Europe and Africa (which we call the EMEA region), Philippe Soulie. The remaining members, including our Chairman, represent major shareholders/investors. Our board representatives govern the organization by establishing broad policies and objectives, ensuring availability of adequate financial resources, approving annual budgets and other 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, seven 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 in the power plant (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. **COMPLIANCE COMMITTEE** (chaired by our Chief Compliance Officer); advises the CCO and supports oversight of compliance with the laws and regulations applicable to the Company's business and compliance with Company's Code of Conduct and related policies by employees, officers, directors and other agents and associates of the Company.
6. **HEALTH & SAFETY COMMITTEE** (chaired by our Chief Operations Officer); responsible for reviewing H&S statistics and deciding on initiatives and action steps.
7. **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.

Integrating the UNGC principles throughout our businesses and implementing our sustainability strategy are critical priorities for ContourGlobal and the entire management team. Oversight of these efforts is the responsibility of a dedicated Corporate Sustainability Committee. The Committee itself is comprised of multi-disciplinary senior members from around the globe. This group oversees all of the sustainability initiatives, working closely with all functions in the organization, and reports quarterly to the Board of Directors.



In 2011, we improved our web-based Integrated Management System, allowing us to record and report on more detailed environmental activities. We also hosted a workshop for our environmental sponsors from our business locations. In October 2010 ContourGlobal became a signatory to the UN Global Compact and in 2011 we completed our first Communication on Progress and achieving Active Status. We undertook initiatives to adhere to our commitment to all of the Ten Principles of the UNGC:

1. Businesses should support and respect the protection of internationally proclaimed human rights;
2. Make sure that they are not complicit in human rights abuses;
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. The elimination of all forms of forced and compulsory labor;
5. The effective abolition of child labor;
6. The elimination of discrimination in respect of employment and occupation;
7. Businesses should support a precautionary approach to environmental challenges;
8. Undertake initiatives to promote greater environmental responsibility;
9. Encourage the development and diffusion of environmentally friendly technologies; and
10. Businesses should work against corruption in all its forms, including extortion and bribery.

The Committee is also responsible for ensuring our organization acts in a socially responsible way by overseeing our community projects.

ContourGlobal has adopted a wide array of policies and standards in such areas as equal opportunity, the environment, diversity, the workplace, and social responsibility. In 2011, ContourGlobal achieved several milestones in its commitment to sustainability and one of the most significant of these was the adoption of our Code of Business Conduct and Ethics, a comprehensive policy covering all aspects of professional behavior. Additionally, we revised all employee handbooks, along with our health and safety standards and our anti-corruption policy. We compiled these documents into our "ContourGlobal Essential Information" and disseminated it to all employees.

## **Minimizing our Environmental Impacts Through Planning and Promoting Innovative Technical Solutions**

ContourGlobal produces electricity using a variety of technologies and fuel sources, each with a different environmental impact. Our environmental impacts are strictly regulated, often at the local and national level with some aspects regulated at the regional level. We believe in complying with these laws and regulations and the requirements of our permits, however we also believe that we can do more than the minimum legal requirements to protect our environment. Thus, environmental initiatives are an integral part of our corporate sustainability strategy for 2012 and are clearly outlined in our Corporate Action Plan.

Some of the more significant ways in which our equipment, facilities and operations interact with and affect the environment include:

- SO<sub>2</sub> and NO<sub>x</sub> emissions at our coal-fired generating plants and the accompanying Increased regulatory scrutiny these emissions
- Impacts to land and water at our sites through operations, or in some cases, by previous owners or nearby community members
- Safe waste disposal and hazardous material handling.
- Managing and reducing greenhouse gas ("GHG") emissions.

In 2011, we made significant progress in our environmental monitoring and reporting and began tracking metrics relating to air emissions, materials used, water usage and spills. We also began tracking water quality metrics at our Solutions businesses where our client uses water from our plants in its bottling process. We have not yet begun to quantitatively assess the financial implications of climate change, however, we are in the process of assessing this and identifying other relevant metrics for reporting. With this step change in data collection and analysis, we are able to define realistic targets for improvement to our environmental performance and initiate long-term planning to reduce our impacts.

We also track and comply with numerous environmental regulations and requirements of the independent government agencies and development banks that finance many of our projects. In our newly built plants, we have been able to incorporate environmental considerations into the design of the facility, often in extraordinary ways. In our other facilities, we have taken efforts to ensure we will not only comply

with laws, regulations and requirements currently in place but we are also prepared for more stringent requirements that might come into effect in the future and we have built the appropriate forecasts of liabilities, compliance costs and increased capital expenditures into related business plans.

The development of a comprehensive Environmental Management System is well underway. Our businesses currently report environmental metrics on a semi-annual basis and, where required, complete Annual Environmental Monitoring Reports. Many businesses have adopted an environmental policy and in 2012, we expect to adopt a global policy for all businesses. Some of our businesses have their own environmental management systems aligned with recognized standards and two of our businesses are ISO 14001 certified.

Our Chief Operating Officer (COO) is responsible for setting strategic environmental targets, overseeing our Environmental Management Program, and addressing all environmental issues. Each business leader is responsible for executing the targets and monitoring and reporting all environmental metrics set out by the COO. Each business has earmarked an Environmental Sponsor who works closely with the COO's team and the Sustainability Committee to ensure all environmental issues are properly considered and communicated within the organization. The Environmental Sponsor is also responsible for assessing environmental opportunities and risks at the business level. In 2011, the Environmental Sponsors attended an internal workshop to promote a broad understanding of our environmental aspects and impacts and risk assessment tools.

## Emissions

ContourGlobal's most significant impact is our emissions. Twelve of our portfolio businesses use fossil fuels to generate electricity and these plants emit Carbon Dioxide (CO<sub>2</sub>), Nitrogen Oxide (NO<sub>x</sub>), Sulfur Dioxide (SO<sub>2</sub>), Dust Particulates and Carbon Monoxide (CO). The direct CO<sub>2</sub> emission from the electricity generation process is our primary source of greenhouse gas emissions and these emissions are reported in this report (See Our Report and Performance Impacts) and include impacts from our own use of electricity. We presently do not monitor our indirect emissions from fuel transportation and business travel as they are insignificant compared to the direct emissions.

Several of our businesses have implemented strategies to reduce emissions. Our Maritsa plant has installed Flue Gas Desulfurization equipment clean the flue gas before emitting it into the environment and our Solutions businesses, Knockmore Hill, Nogara and Ploiesti, have carbon capture equipment that captures the emitted carbon and cleans it, allowing us to reuse a significant portion in the bottling process of the customer and sell the rest. A significant four-year program to reduce NO<sub>x</sub> emissions at our Maritsa plant will also be kicked off in 2012.

In our Corporate Action Plan, we have set a target to achieve reductions of our 2011 levels of CO<sub>2</sub> emissions per GWh produced in both 2012 and 2013. We intend to do this by expanding our Solutions and renewable businesses and by developing a carbon strategy for the organization. Our NO<sub>x</sub> emissions reduction program is also specifically included in our

Corporate Action Plan.

## Materials and Energy

ContourGlobal uses a variety of materials in the electricity generation and heat production processes. We use fossil fuels including coal (black and lignite), heavy and light fuel oil, diesel, petrol and turkey litter. These fossil fuels also constitute a major energy use as they are used to generate electricity and heat and electricity is also generated in our non-fossil fuel power plants such as hydro and solar. Additionally we use other chemical materials in the processes of flue gas desulfurization and carbon cleaning such as limestone, ammonia, and urea. We also use other necessary materials such as lube oil, caustic soda, salt, and sulfuric acid.

## Energy-efficiency and renewable energy-based products

ContourGlobal provides energy efficient and renewable electricity through its Solutions and renewable energy portfolio businesses and initiatives are in place across the organization (at both plant sites and offices) to operate all of our plants more efficiently. We have employed a continuous improvement program in 2011, our "Lessons Learned Analysis," to identify, share and retain knowledge and we intend to roll out a robust continuous improvement program in 2012.

Our Solutions business is a novel approach to power generation combining existing technologies to reduce energy bills for consumer clients. We start with Combined Heat and Power, an established reliable technology that enables simultaneous

conversion of primary energy content into the generation of both heat and power within a thermodynamic process. Further, a portion of the hot water is transformed to chilled water via an absorption chiller, and we capture over 90% of the carbon dioxide in the exhaust stack and compressing and purifying it for use in the beverage production process. Our renewable energy portfolio includes assets using biomass fuels, hydro and solar as fuel types, with a wind-powered facility under construction.

## Water

A critical element of energy production is water. Our water comes from both surface and ground sources and in many businesses we are required to purchase our water. Water is mainly reused in technical processes to reduce quantities of water used and then discharged to the same water source, with some small amounts evaporated. We consider both the intake and discharge of our water in operational planning and monitor temperature and contamination.

At our hydro-electric facility in Brazil, we also assess our impact on biodiversity and the hydrology of the river. We undertake extensive environmental impact assessments and develop robust management systems to ensure we comply with all environmental regulations. At our KivuWatt facility, currently under construction, we are extracting gas from the bottom of Lake Kivu expanding potential water impacts significantly. Here, we have implemented extensive processes to identify these and mitigate any negative impacts to the lake.

## Land

Our power plants – especially our hydro-electric facility in Brazil – impact land use and also environmental aesthetics. To properly assess the impacts, we conduct environmental impact assessments during the diligence phase of a new project or acquisition. Most of our sites are located in industrial areas rather than protected areas, however where we need to manage impacts, the business leader is responsible for assessing environmental impacts to the land and ensuring mitigation initiatives are undertaken where possible.

## Waste

The electricity generation process results in waste that requires disposal. Our plants that use fossil fuels generate ash and mineral by-product that can be reused or sold. For example, at our Maritsa business we sell ash to a nearby company to produce gypsum. All hazardous waste is disposed of in accordance with local regulations. In our offices, ContourGlobal recycles and reuses whatever it can and these initiatives are maintained locally. In all cases, our waste disposal processes are strictly monitored to ensure compliance with all local laws.

## Spills, Fines and incidents

Although we follow environmental best practice, in 2011 we had five reported spills and one reported incident of potential environmental non-compliance. We were able to easily remediate each spill and none of them resulted in a fine. The incident of potential non-compliance is still being reviewed. Businesses

are required to report any environmental incidents to the COO according to our Incident Reporting Matrix and all fines must be reported to our Legal Team.

## Developing People and Processes to Achieve Operational Excellence

We believe that, operational excellence is all encompassing. It starts with ensuring fundamental human rights are respected and extends to our people, our operational performance, our economic performance, and the way we want to grow as an organization.

## Human Rights

It is vital that we protect the human rights of our people and those around us. ContourGlobal conducts business in some countries where human rights have a long history of being respected. However, in some countries where we do business, the legal framework protecting all classes of people are not well developed and human rights violations abound. ContourGlobal adheres to the UN Global Compact principles on Human Rights in all countries where it operates.

We adopted policies to prevent child labor by requiring employees to be at least eighteen (except where required by law for educational purposes) and provide proof of age and these policies are incorporated in an employee handbook that every employee reads and acknowledges. We operate in countries where child labor risks could be significant including Nigeria, Rwanda, Togo, Colombia, Ukraine, and Brazil,

however, we actively monitor our hiring processes and we also monitor our contractors. We provide a healthy and safe working environment for our people and actively encourage worker representatives to voice concerns. All of our operations provide an opportunity for employees to exercise freedom of association or collective bargaining and many of our businesses participate in collective bargaining or have worker associations. In 2011 we provided training for our worker representatives in Togo to ensure they could actively represent our workforce.

Our policies on equal employment extend to all candidates in the hiring process, as well as employees and we strictly abide by legal working time regulations. We incorporate human rights assessments into our review of new business opportunities and we have begun incorporating human rights language into our standard contractual language. To date, we have not had any human rights issues however should they arise in the course of business our business leaders would manage the issues in close coordination with our human resources and legal teams.

## Our People

Our people have made ContourGlobal what it is today. Through hard work, dedication and strong competency, ContourGlobal has grown from an office of 25 people six years ago to a 1,536-person organization operating in fourteen countries. Our operating success and ability to carry out growth initiatives depends in large part on our ability to attract and retain qualified personnel with industry experience in an operating company of our size and complexity. This includes people in the many remote international locations where

we have a presence. In particular, our operations and engineering personnel are critical to the development of new projects and in keeping established plants operating reliably.

We have adopted fair hiring practices, we do not discriminate and we have global recruiting standards to ensure we hire the best and then retain our talented people. In a fast growing business that demands a high degree of technical skill, we have not settled for mediocrity or a less than perfect cultural fit and when things do not work well, we change them. Our employee turnover rates reflect this cultural attribute. Cutting edge competency in our workplace often requires our people to learn and therefore we provide training programs across all levels of the organization. We focus especially on geographical locations where academic institutions might not be accessible to all and we invest in ongoing and continuous learning.

Our training programs include technical training, leadership development, and IT training in both formal and informal settings. We use both external and internal training and a variety of learning methodologies. In 2011, we introduced a new training initiative for all of our managers. The ContourGlobal Way is an intensive educational forum for leaders to discuss, debate, learn and understand our corporate strategy, our culture and detailed aspects of our operations including our Social Responsibility and Environmental Sustainability policy.

We value our global culture and diverse employee population and highly encourage international assignments. 77% of our employees are male and 23% of our employees are female, an industry ratio we are

proud of. At the management level, 26% of managers are female. At the senior management level, many employees are working outside of their home country and we post all open roles internally and translate each job posting into the nine languages of ContourGlobal to ensure everyone has a chance to be considered. We pride ourselves on providing a work environment that gives everyone an opportunity to succeed.

Additionally, we require all employees in the organization to participate in our performance appraisal process that includes both a self-assessment and a manager review. For many, this is the first exposure to this type of process so we also train our people on what to expect. During this process, our employees complete Individualized Training and Development Plans that identify training needs. Our corporate culture best suits those with an entrepreneurial spirit and an appetite for hard work and we retain our talent through competitive compensation and a challenging work environment.

In every country where we operate, we have adopted a human resource policy in line with local law and we have regional HR teams to support our people on all HR matters. Our employees are trained on the policies in one of nine languages, acknowledge receipt of the policies and confirm they will follow our policies.

We extend the expectations we have for our people to those with whom we work closely. Our contractors and suppliers must formally agree to abide by our Anti-Corruption Policy and Health and Safety Policy and Procedures before we will do business with them.

## Operational and Economic Performance

ContourGlobal provides a vital resource to the countries where we operate – powering businesses and homes while driving fundamental economic growth in those countries. Our own operational performance and economic performance are closely correlated – if we don't perform well, not only will we impact businesses, homes and countries, we will also impact our own investors and lenders.

Providing a reliable supply of electricity requires dependable sources of fuel and other consumables. Additionally, it is critical for us to execute contracts with engineering, procurement and construction firms that allow us to deliver finished power plants in a timely manner and within our committed budgets.

Our Executive Committee closely monitors our operational performance through daily reporting but our Chief Operating Officer is specifically responsible for all aspects of operations. The COO and his regional team are organized to provide three key services to the operating businesses: (1) Review performance to identify trends and optimize performance; (2) Provide technical advice to resolve issues; and (3) Perform root cause analysis on failures to ensure they do not occur again.

A plant manager and operations and maintenance teams at the business location are responsible for the day-to-day operations of the facilities. The local business monitors performance and reports performance. On a daily and weekly basis, key performance metrics are reviewed including safety incidents and

Equivalent Availability Factor (EAF)<sup>7</sup>. On a monthly basis, the key performance metrics reviewed include the Net Electricity Generated<sup>8</sup>, the Capacity Factor<sup>9</sup>, EAF, and EFOR.

Our portfolio includes plants that are both in production and in construction. The operational businesses are generally regulated businesses and we manage our regulatory risks by including change-in-law provisions in our contracts to shift these risks to our customers, generally utilities that can better absorb such risk. We categorize our operational assets into three categories: Thermal (that includes our coal, gas, biogas and biomass businesses); Solutions (that includes our co-generation, tri-generation and quad-generation businesses); and Renewable (that includes our wind, hydro and solar businesses). Categorizing our businesses this way allows us to better troubleshoot technical issues and manage the performance metrics for each type of business differently. We can also manage risks for each portfolio differently.

Our key economic metrics, Total Revenue and Total Assets, reflect our rapid expansion as an organization. Our Chief Financial Officer (CFO) is responsible for ensuring our financial targets are achieved and that we comply with all lender obligations and our corporate and regional accounting teams report directly to our CFO.

<sup>7</sup> Equivalent Availability Factor: The fraction of a given operating period in which a generating unit is available without any outages and equipment or seasonal deratings.

<sup>8</sup> Net Electricity Generated: Gross generation less electrical energy consumed by the generating unit/plant for the electricity generating process. Gross Generation is the total generation of electricity produced by an electric power plant/unit.

<sup>9</sup> Net Capacity Factor: The net energy that was produced by a generating unit in a given period as a fraction of the net maximum generation (NMG). NMG is the period hours times the net maximum capacity.

## Principal Memberships in Associations and Organizations

ContourGlobal and its employees participate in numerous associations of various kinds including the following:

UNITED NATIONS GLOBAL COMPACT  
AMERICAN CHAMBER OF COMMERCE IN UKRAINE  
AMERICAN CHAMBER OF COMMERCE IN BULGARIA  
ASSOCIATION DES GRANDES ENTREPRISE DU TOGO  
ASSOCIATION FOR THE DEVELOPMENT OF ENERGY IN AFRICA  
BRAZILIAN ASSOCIATION OF WIND POWER  
BRAZILIAN ASSOCIATION OF CLEAN ENERGY  
BRAZILIAN ASSOCIATION OF COGENERATION ENERGY INDUSTRY  
BRAZILIAN ASSOCIATION OF INDEPENDENT POWER PRODUCERS  
BROILER AND EGG ASSOCIATION OF MINNESOTA  
BULGARIAN BUSINESS LEADERS FORUM  
BULGARIAN CHAMBER OF POWER ENGINEERS  
BULGARIAN ENERGY ASSOCIATION  
BULGARIAN HR ASSOCIATION  
CHAMBER FOR THE COMMERCIALIZATION OF ELECTRIC POWER CLUB 9000  
CLUB ESPAÑOL DE LA ENERGIA  
COLOMBIAN ASSOCIATION OF ELECTRIC POWER GENERATORS  
COMBINED HEAT AND POWER ASSOCIATIONS UK AND UKRAINE  
CONFEDERATION OF EMPLOYERS AND INDUSTRIALISTS IN BULGARIA  
EUROPEAN ASSOCIATION FOR THE PROMOTION OF COGENERATION  
EUROPEAN TURBINE NETWORK  
GREEN BALKANS  
GWADAIR  
INSTITUTE OF DESIGNERS UK  
INSTITUTE OF MECHANICAL ENGINEERS UK  
INSTITUTE OF PROFESSIONAL ENGINEERS  
MINNESOTA TURKEY GROWERS ASSOCIATION  
SAMARITANS ASSOCIATION  
U.S.-UKRAINE BUSINESS COUNCIL  
U.S.-IRAQ BUSINESS COUNCIL  
WEST AFRICA POWER POOL  
WHOLESALE ENERGY MARKET OF UKRAINE

## Awards received

ContourGlobal has won the Euromoney Project Finance Deal of the Year for the third year in a row.

This year, the award was given for our innovative work on our KivuWatt project in Rwanda. At our Termoemcali plant, we were a finalist in the ARP Sura Excellence Award for World Class Occupational Risk Management and Approvement and also received an award from NAES Corporation for zero recordable health and safety accidents. Termoemcali was also recertified in 2011 for both ISO 9001 and ISO 14001. Maritsa received a Certificate of Honor from the 1858 Cultural House in St. Kliment Ohridski and other awards for our social responsibility initiatives.

## Identifying Community Needs and Socially Responsible Projects

### Our Communities

Our businesses impact many people but especially the communities where we are located. We value these communities deeply and invest to mitigate negative social impacts and promote projects that can make a difference in the daily lives of the people residing near us. Every business develops its own social responsibility plan, business leaders are held accountable for progress, and employees are engaged in our social activities.

The most significant social impact on our communities is the displacement of people or businesses when we construct a new power plant. Our management approach to this impact is to provide compensation, resettle-

ment and/or retraining. We start with an assessment to identify affected parties and possible resolutions. We host consultations with key stakeholders, including the affected parties, and enter into a formal agreement. In Rwanda, the local government relocated several families and business owners in anticipation of a project being built on site. As part of our commitment to the project, ContourGlobal undertook an obligation to work with the displaced population and provide alternative business opportunities or compensation. We hired a community liaison to facilitate this program and discussion with the residents began in 2011 and will be concluded by early 2013.

Our local hiring brings positive impacts to our communities. While we fully support global employment opportunities at ContourGlobal, our primary goal is to staff our businesses with people from the community whenever possible. In some areas where we work we are not able to find the technical skills required in the local market. In these communities, we have implemented training programs so that we can hire locally or have adopted a plan to replace expatriates with local employees over time. Where practicable, we use local vendors to provide supplies at our sites. This benefits the community but also provides positive environmental impacts through reduced transportation.

In 2011, our social responsibility activities focused on three key themes: health and safety, the environment and education. Our Maritsa business hosted an educational program on road safety to encourage positive driving attitudes and safe driving behaviors. Many of our sites also participated in

blood drives and donated time and money to hospices and other health related nonprofit organizations.

Environmental awareness and education was a focus of our hydro-electric facilities in Brazil where we hosted many activities during Environment Week. Students participated in a writing contest and crafted art projects from recycled materials as well as toured the facility to learn about power generation and the environmental impacts to flora and fauna. The local community and our contractors participated in lectures on these impacts as well as our monitoring programs. The week culminated in a tree planting celebration where over 100 seedlings were planted in a newly built nursery.

Sustainable agricultural initiatives also took place at other sites. In Italy, we had an obligation to make our solar site more aesthetically pleasing and we did so by planting olive trees. In Colombia, a farming project providing hens and pigs benefits over fifty families. In Rwanda we donated two cows to a local school to provide milk for the students and teach the schoolchildren how to care for an animal.

Going "one step beyond power" in our social investment is a challenge we pursue with pleasure. Our businesses are actively involved in small projects that have immediate benefit to our communities and we are also working on long term projects that take time to develop but will have a long-lasting sustainable benefit. Our target for 2012 is to have every business invest socially and bring positive impacts to every country where we operate.



# Our Growth Plan

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We have successfully grown the company over the past six years because we have a willingness to try new things, discipline to focus on our areas of strength and, at all times, to pay attention to the details.

We invest a significant amount of equity in every project we undertake, but we also rely on the strong partnerships we have developed with both traditional lenders and development banks. On the construction and operations side, we work with the best in the industry – Wärtsilä, General Electric and Siemens, to name a few – to help design, build, and staff our plants. We place a tremendous amount of value in our partnerships with project finance lenders. We are proud to have been recognized by

Euromoney's Project Finance magazine with Deal of the Year awards for three years running; a great accomplishment for ContourGlobal and our partners.

Developing economies need more power plants, and we are ready to build them. Our customers, often the national government of our host countries, and our end users, the people who use the electricity we produce, depend on us to see a project through to the end. With more generation capacity, governments build out their infrastructure to deliver power to more people, and industrial users build more factories, all creating more demand for our product.

When the opportunity is right, acquisitions of existing plants can be a great way to quickly increase scale. We do not staff a dedicated acquisition team; we prefer to draw on the expertise of the teams that run our business every day, because they know what works for us. From due diligence, to deal execution, to integration, our team operates quickly and efficiently to grow our business.

We intend to continue our growth trajectory over the next five years. We believe our deep technical expertise and partnerships will allow us to quickly and flexibly develop and complete a large percentage of projects currently in our pipeline, building a larger and stronger portfolio of sustainable businesses.

# Our Stakeholders

It is impossible to generate electricity without impacting the environment and society. We believe that to build a sustainable organization, we need to listen to our stakeholders, understand their concerns about these impacts, and incorporate their ideas into our strategic undertakings. Through stakeholder engagement, we are able to better channel our resources in the most positive way, developing our business efficiently and innovatively.

Stakeholder engagement takes place at all levels of our organization and across all businesses. Our stakeholder community includes 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 1,500 employees worldwide and employee representatives are appointed in many of our businesses. Stakeholder engagement in this group takes many forms and is both informal and formal.
- **CUSTOMERS** We engage with our customers regularly on supply and demand of electricity, pricing and a myriad of other issues. Our approach with customers is to be fair and focus on a workable solution. We recognize that in many of our communities the price of electricity is extremely high for

the end-user while our cost of capital requires a certain rate of return to our shareholders in order to invest. 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 provides incentives to both parties to build sustainable projects.

- **SUPPLIERS** We rely on our suppliers to ensure we can operate successfully and reliably 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. Our ongoing dialogue with our suppliers will include quality assessments and idea sharing.

- **CONTRACTORS** Providing a reliable electricity supply also requires excellent relationships with contractors during construction and operations. We use turnkey Engineering, Procurement and Construction contracts to build our sites and a variety of different contractors and consultants to “keep the lights on”. We engage with this stakeholder to conduct activities and to solve problems.
- **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, and pension funds, and other



institutions and continue to have ongoing dialogue with this group. We engage 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. To date, our engagement with NGOs has been limited to our

Kivuwatt business however we plan to engage with this vital stakeholder group in a more meaningful way in 2012.

- **COMMUNITIES** Our 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. The community feedback is embedded in our business strategy, particularly in the area of social responsibility.

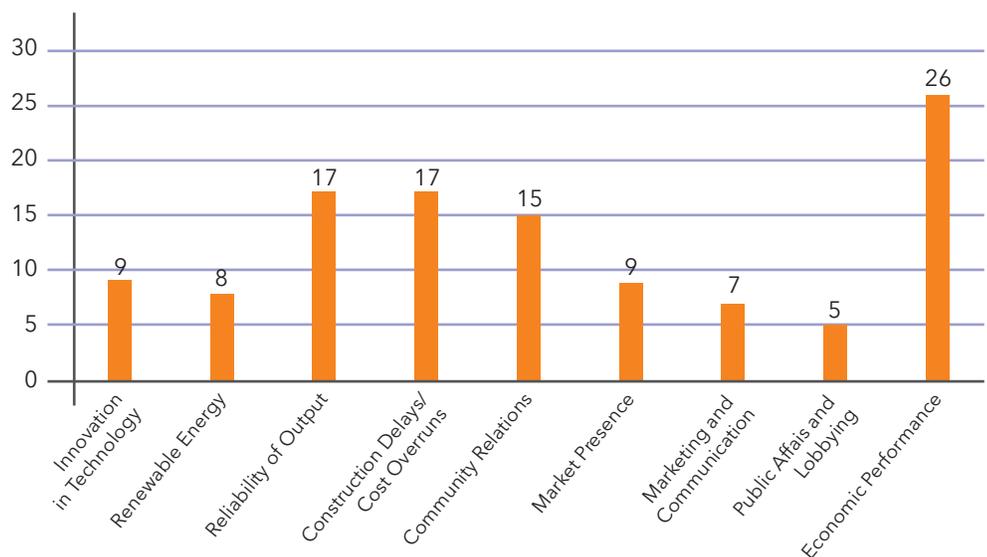
Of our 40 business leaders, 95% actively engage with external stakeholders and 100% engage with our employees. We conducted an internal Stakeholder Engagement Assessment, surveying our business leaders on how we interact with our stakeholders and what feedback our stakeholders have provided in 2011.

We found that the stakeholders we engage with most frequently include suppliers, lenders, investors, customers and local governments. Our business leaders documented over 90% of our engagement activities, which were conducted both formally and informally. We actively solicit feedback from our internal and external stakeholders, and we have identified issues and received advice through these interactions. The resulting feedback has been used to set our 2012 targets and corporate action plan. We plan to continue our dynamic stakeholder engagement, including a Stakeholder Engagement Assessment directly with the stakeholders.

Our business affects our stakeholders in four main areas: general business operations, our environmental footprint, our adherence to anti-corruption policies and our people.

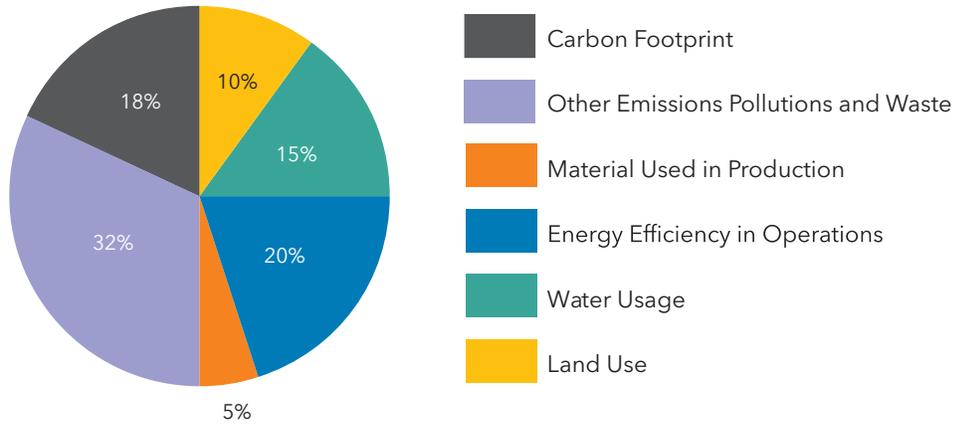
## BUSINESS OPERATIONS

Based on survey results, our stakeholders are most interested in our economic performance with 26 of our business leaders receiving feedback on that issue. Seventeen of our leaders have had stakeholders express interest in the reliability of operational performance, construction delays and cost overruns, and 15 of our leaders have received feedback from stakeholders on the importance of community relations to our sustainability as a business.



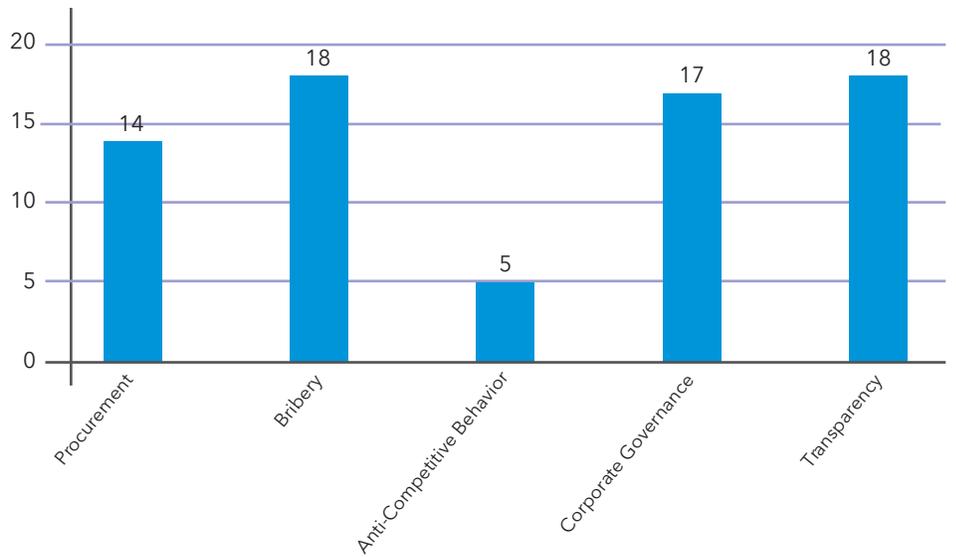
**ENVIRONMENTAL**

In the environmental category, stakeholders are most concerned about our emissions, pollution and waste profile. Business leaders also view these as our biggest environmental concern, ahead of energy efficiency, our carbon footprint and water usage.



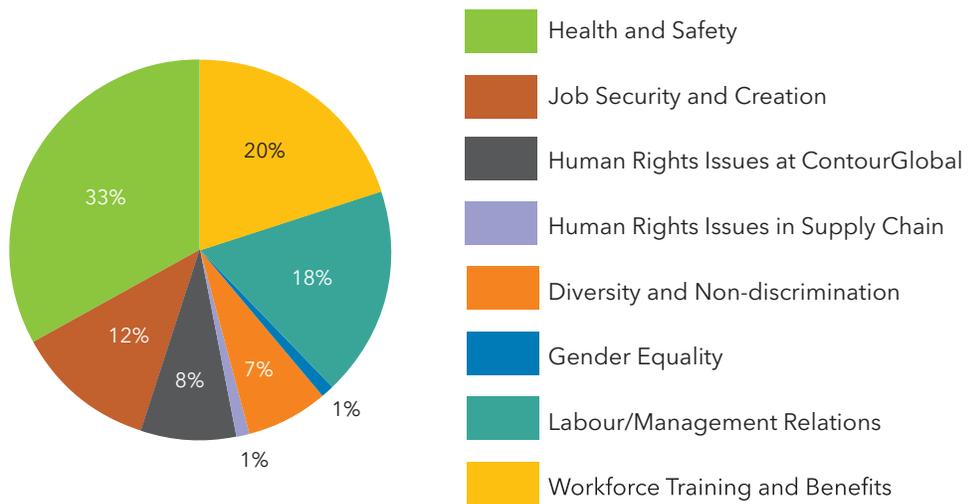
**ANTI-CORRUPTION**

Eighteen of our leaders received feedback from stakeholders that bribery, transparency and corporate governance are areas of concern. Our stakeholders are also interested in corporate governance and the procurement processes in place at ContourGlobal.



**PEOPLE**

When it comes to people, our stakeholders are most concerned with health and safety. Our stakeholders are also keenly interested in our ability to train our workforce and provide competitive benefits to our employees as well as have positive and well functioning labor and management relations.



# Our Sustainability Strategy

The feedback from our stakeholders is critical to our decision-making and accountability. It helps us manage our impacts – dispatching resources to the places that matter the most. The Stakeholder feedback is an important part of our annual strategy and our corporate action plan. Stakeholder concerns are centered on six key areas. All these areas, not surprisingly, have already been identified as important business risks or areas for improvement within the organization. Our 2012 corporate sustainability strategy incorporates these areas in the following ways:

## Protect the Health and Safety of Our Workers, Contractors and Communities

We have an obligation to all ContourGlobal people, contractors and plant visitors to create a safe and healthy environment. We believe that workplace incidents are preventable and accordingly our targets for all incidents, whether first aid or fatality, are zero. In fact, we are committed to creating a single global and unified workplace when it comes to health, safety and human development. We emphatically reject the idea that a global company's health and safety policy should be based upon a notion of "different standards for different places."

To meet these goals, we have implemented a three-pronged health and safety management

system that includes an executive-level Health and Safety Committee, a knowledge-sharing Health and Safety Working Group, and a robust auditing program. In 2011 we expanded our Health and Safety reporting to include three tiers of workplace inspections and commenced reporting on hazards. We inspected all of our businesses regularly (over 4,000 inspections in total) and engaged a third party to conduct a health and safety audit of Arrubal, Galheiros, São Domingos II, and Maritsa. We created a library of toolbox talks accessible to all business managers and our managers conducted weekly toolbox talks with our employees and our contractors. Our incident reporting was done within our health and safety management system and for all lost-time incidents, our working group shared "lessons learned" and adopted new best practices. In 2011, we conducted a gap analysis on our Health and

Safety Standards to ensure our standards are aligned with the IFC and World Bank standards and we are in the process of revising our Health and Safety Standards. We also launched a new training program, "Managing Safely in the Power Sector," a bespoke course spanning 3-5 days with 17 participants in 2011.

Looking forward, we will expand our health and safety initiatives to protect our people and those around us. We will continue our robust program of monitoring hazards and near misses and take advantage of this proactive approach to health and safety. We will also continue our multi-level inspection approach and conduct external audits. We will provide to our employees training on our revised standards and the newly developed course. Specific objectives are incorporated into our Corporate Action Plan.



## **Maintain or Decrease Our Carbon, Air and Waste Footprint**

Power generation is an activity with significant and largely unavoidable environmental impacts, particularly with a portfolio that includes traditional fuel types, in particular coal and lignite. Despite collective efforts to increase renewable power sources, the industry consensus is that coal will continue to play a major role in a balanced energy matrix for many countries and regions. In the poorest countries, coal frequently will be the preferred choice to ensure low-cost base-load power. Thus, our sustainability strategy focuses on managing our carbon, air and waste footprint, but does so within the context of a business strategy that embraces coal fired generation for developing countries. We are committed to develop our generation plants in a manner that minimizes their impact and that comports with global best practices, as generally defined by the World Bank. In developed countries we will not engage in the development of new coal fired generation and will strive to do more by continuing to focus on our Solutions business and other renewable energy alternatives. We will look at other ways to reduce emissions such as biomass alternatives, using higher quality coal, recycling ash, and implementing NOx reduction systems. Because natural gas fired power generation emits far less CO<sub>2</sub> than liquid fuels, we will endeavor to incorporate natural gas fired capabilities into our liquid fuel fired generation plants. For example, in Togo, our target is to fully commission our units to run on natural gas, a cleaner alternative to the heavy and light fuel oil that historically has been used. At Maritsa, our target is to

reduce NOx emissions below 200mg NOx/Nm<sup>3</sup> without introduction of additional chemicals. Our Sochagota facility will finalize the removal of its ash lagoon in 2012, reusing the ash in civil construction and the cement industry. Our biomass facility, Fibrominn, will remain carbon neutral.

## **Increase Reliability of Production and Operational Excellence**

Our success depends on our ability to meet our customer's energy needs. Predictability and availability of the energy we produce are critical to achieving this goal. These operational metrics are also consistent with best environmental practices, because highly efficient operations combust less fuel and extract the most usable energy from each unit of fuel. We have adopted "best practices" operational standards and continuously monitor our availability and energy production. Additionally, we rely on strong back office capabilities as well as sophisticated, integrated IT systems to respond quickly to business needs and support our growth model. Our strategy is to apply sound continuous improvement principles to all aspects of our business. We believe we can continue to improve the efficiency of our current fleet and increase the expected output from our plants, while also minimizing our environmental impact.

## **Maintain Focus and Emphasize Anti-Corruption Activities and Transparency in Reporting**

According to Huguette Labelle, Chair of Transparency International and UN Global Compact Board

Member, transparency is a first line of defense against corruption. At ContourGlobal, we view both transparency and anti-corruption measures as essential elements of our sustainability strategy. It is our mission to act with integrity and professionalism at all times and to share our values with others. We do this through open communication and transparent reporting. We have a strong anti-corruption program in place and we are resolved to advance our initiatives against corruption and bribery as part of our business strategy.

In 2012, we will take additional steps to enhance the credibility of ContourGlobal, to facilitate learning and information sharing about compliance issues, and to further strategic objectives in this area. We will introduce a Compliance Guide to the organization, perform extensive due diligence on any new counter-parties and conduct assessments of our high-risk businesses.

## **Ensure Human Rights Are Respected by Our People and Suppliers**

ContourGlobal is committed to securing dignity and equality for all. We have actively protected human rights of others from our inception, implementing human resources policies and a Code of Business Conduct, and we actively monitor our own behavior. While we are proud of our track record, we believe we can do more and have incorporated several human rights objectives into our corporate sustainability strategy. It is not enough for us to uphold our high standards when it comes to respecting others' fundamental rights - we must also teach and encourage others to do

the same. Our targets in the area of human rights are focused on these important initiatives. In 2012, we have set a specific target in our Corporate Action Plan to adopt a policy and train our organization on the policy. Additionally, we intend to adopt a Supplier Code of Conduct that will contain human rights provisions and conduct vendor training on our newly adopted Code. We can and will do more to further the respect for these fundamental rights in our supply chain and our communities.

### **Embed Sustainability Initiatives throughout all ContourGlobal Businesses**

We believe it is imperative that our organization embraces the corporate sustainability strategy with an integrated approach. What does this mean? Well, historically, we have highlighted our objectives in town hall meetings, our corporate newsletter and face to face with our business leaders. We have engaged

a broad range of employees in our Corporate Sustainability Committee, our environmental workshops and in our social responsibility projects. However, we believe that more training and exposure to our activities at all levels of the organization will ensure that our corporate sustainability strategy is achieved. So we intend to involve everyone in the organization—and among our external stakeholder groups—in our integrated approach to sustainability.



# Our Performance Targets

As a young company with six years of operations and a rapidly growing portfolio, our sustainability targets to date have focused on implementation of policies and procedures and building a framework for reporting and monitoring. Although there is still more important work to be done to further develop these areas, we can now take the important next step in executing our long-term strategy by identifying specific targets and reporting base line data. Our simple, yet measurable, Corporate Action Plan will help us reach our targets with a blend of long-term and short-term objectives. As the organization continues to grow, we will review and strengthen our commitments with a goal of becoming a leader in sustainable practices in the power-generation sector.

## 2012 CORPORATE ACTION PLAN

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

TARGET	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
<b>KEY PERFORMANCE INDICATOR</b>			
LTI and First Aid Incident rates	Training hours per employee and per contractor	Adopt global Compensation Policy change	Increase headcount by 20% in 2012
<b>BASELINE 2011</b>			
1 contractor fatality, 11 LTIs, 12 significant FAI	2011 Training Hours	No baseline data	Current dedicated H&S headcount: 9

### STRATEGIC FOCUS: MAINTAIN OR DECREASE OUR CARBON EMISSIONS PER GWH PRODUCED

TARGET	ACTIONS	ACTIONS	ACTIONS
Achieve reductions on our 2011 levels of CO2 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
<b>KEY PERFORMANCE INDICATOR</b>			
	Gross Capacity in MW	Environmental Reporting and Audit Programs implemented	Report on carbon strategy, goals and targets in 2012 Sustainability Report
<b>BASELINE 2011</b>			
	2011 Gross MW 2,498	Increase reporting metrics by 5 and conduct environmental audits at 3 businesses	No baseline data



**STRATEGIC FOCUS: REDUCE NOX EMISSIONS IN BULGARIA, RECYCLE WASTE IN COLOMBIA, AND MANAGE BIODIVERSITY IMPACTS IN BRAZIL**

TARGET	ACTIONS	ACTIONS	ACTIONS
	Initiate four-year program to reduce NOx emissions at Maritsa, completing first unit in 2012 with the remaining units completed by the end of 2015	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, reducing CO2 emissions	Implement Flora and Wildlife Conservation programs, an Ichthyologic Monitoring program and an Environmental Education Program
<b>KEY PERFORMANCE INDICATOR</b>			
	NOx Emission 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
<b>BASELINE 2011</b>			
	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

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

TARGET	ACTIONS	ACTIONS	ACTIONS
	Achieve portfolio operational targets for availability and capacity factor	Standardize operational monitoring, spare part management and O&M procedures at each of the Solutions plants	Implement recommendations from 3rd party benchmarking of back office processes
<b>KEY PERFORMANCE INDICATOR</b>			
	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
<b>BASELINE 2011</b>			
	2012 Board Approved Budget	No baseline data	Not yet identified

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

TARGET	ACTIONS	ACTIONS	ACTIONS
Ensure that every employee is trained on our anti-corruption and compliance policies and operational targets are achieved	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 training, online refresher training and ensure all issues raised are properly addressed	Launch an internal corporate audit function and audit 3 high-risk businesses/ functions/ regions
<b>KEY PERFORMANCE INDICATOR</b>			
Monitoring and Reporting	% of Employees receiving guide and launch of hotline	Training Hours per employee Compliance Committee Self-Assessment Report; Testing of Employee Understanding after Training	Audit Report and Action Plan
<b>BASELINE 2011</b>			
	No baseline data	No baseline data	No baseline data

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

TARGET	ACTIONS	ACTIONS	ACTIONS
	Adopt a global Human Rights policy and train organization on our code of conduct and 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
<b>KEY PERFORMANCE INDICATOR</b>			
	% 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
<b>BASELINE 2011</b>			
	No baseline data	No baseline data	No baseline data

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

TARGET	ACTIONS	ACTIONS	ACTIONS
Engage every employee and external stakeholder in our sustainability mission and initiatives	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
<b>KEY PERFORMANCE INDICATOR</b>			
	Training Hours per employee Employee Engagement Survey	% of categories with negative variances to target	Social Responsibility Spend as a % of Project Revenue
<b>BASELINE 2011</b>			
	No baseline data	No baseline data	No baseline data

# Our Report and Performance Impacts

This is our first year to report our performance according to the Global Reporting Initiative's (GRI) G3 sustainability reporting guidelines, including the GRI guidance on Defining Report Content.<sup>1</sup> We have chosen to follow these guidelines to ensure transparency in reporting and consistency with other international organizations. We believe our report meets the GRI requirements at a B application level.

## Report profile, scope and boundaries

The data provided in this report is for the calendar year 2011. ContourGlobal has an annual reporting cycle and has published a Sustainability Report since 2010. This is the first report prepared according to GRI guidelines. We have not sought external assurance on the report and do not have a policy on this matter. The previous report, along with our UN Global Compact Communication on Progress, was published in 2011, covering performance in 2010 and has not been restated. The scope of this report is for the ContourGlobal, including businesses in construction and operations and also our offices. Contact points for questions regarding the report or its contents can be found on the inside front cover. Additional information about ContourGlobal may be found at [www.contourglobal.com](http://www.contourglobal.com).

ContourGlobal only reports on information over which the company has full control over the quality of the

information and the ability to collect data. This includes ContourGlobal LP (Cayman Islands), ContourGlobal Management Inc., (New York) and subsidiaries of these entities that are managed and controlled by ContourGlobal. ContourGlobal does not report on the impacts of heat and electricity once the electricity has been distributed.

ContourGlobal assesses its shareholder concerns and monitors and reports data to stakeholders in this report and others to ensure the concerns are addressed (see Stakeholder Engagement above). 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. We have included statistics for all subsidiaries where we own more than 50% of the voting power or where we have management control. In some cases we have also reported data for our minority investments where it is available. This data is highlighted by footnotes within the report.

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 2011, we had newly acquired businesses and businesses that were placed into commercial operations. Our production data for these businesses is reported for the part of the year the

assets were included in our portfolio. However, environmental data for the acquired businesses is reported for the full year as required by the Greenhouse Gas Protocol<sup>2</sup> that stipulates that data shall be updated retroactively. We adopted this principle for reporting on all environmental data for acquired entities even where the Greenhouse Gas Protocol does not apply. Businesses that have not reached commercial operations are not reported in the body of the report, only in footnote disclosure.

Reported CO<sub>2</sub> emissions are based on fuel consumption. It should be noted that calculation methods differ from country to country. Calculation methods are stipulated by national legislation, among other things in connection with the EU Emissions Trading System. All other emissions have either been measured (in cases where continuous monitoring equipment has been installed) or based on periodic measurements. The number of digits displayed in numbers reflects the accuracy of the data. Rounding differences in the last digit between sums and single items may occur.

As noted above, ContourGlobal invested in two significant businesses in 2011. We had no divestitures during the year, however we did open new corporate offices and close others during the year.

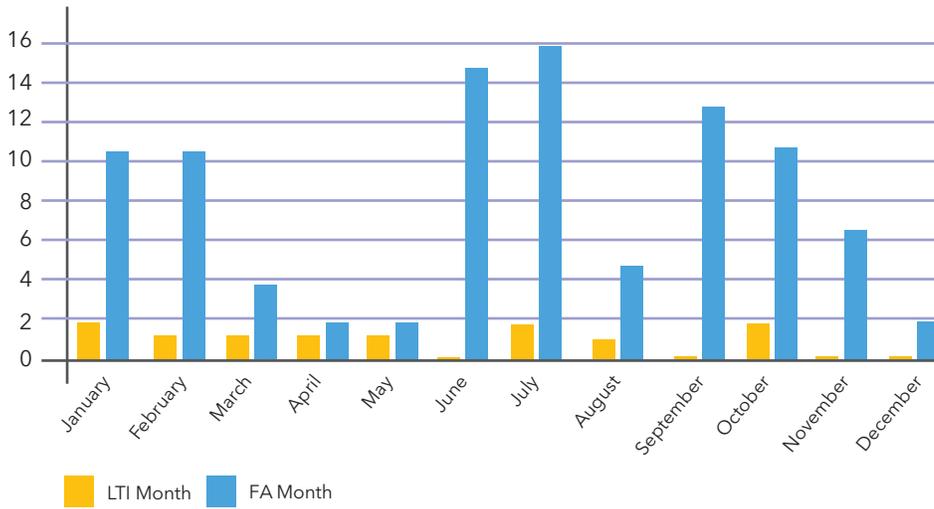
<sup>1</sup> For further information about the GRI guidelines, see [www.globalreporting.org](http://www.globalreporting.org).

<sup>2</sup> [www.ghgprotocol.org](http://www.ghgprotocol.org)

# Our Impacts

## HEALTH AND SAFETY IMPACTS

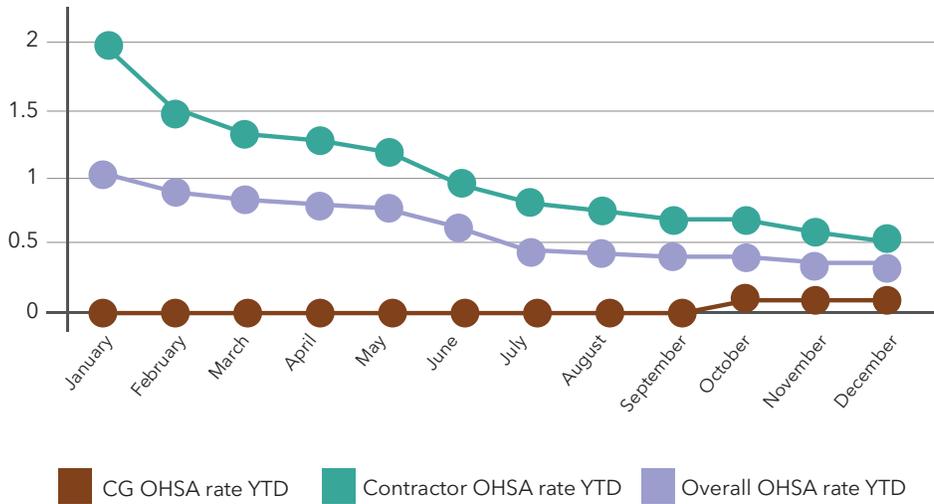
### NUMBER OF LTI AND FAI PER MONTH - 2011



### PROACTIVE SAFETY INDICATORS



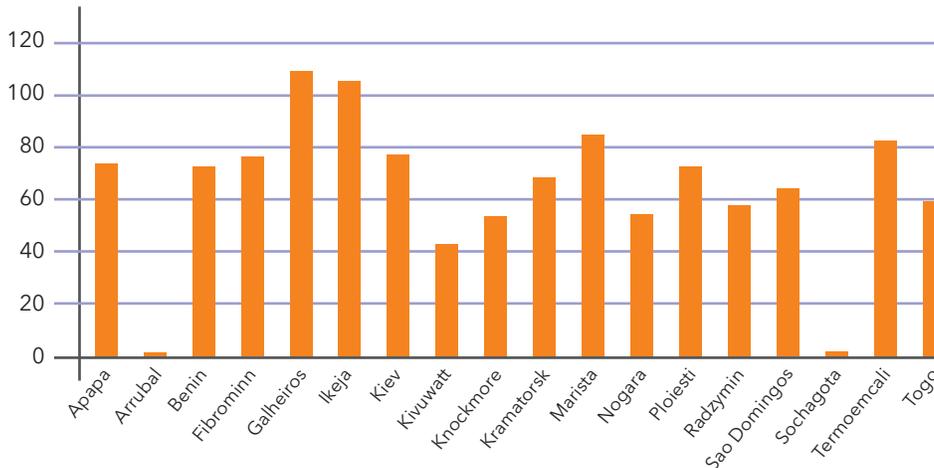
### OSHA RATES YTD - 2011



### TOTAL NUMBER OF LTI & OSHA RATE



### INCIDENTS & HAZARDS REPORTED BY SITE - 2011



## OPERATIONAL IMPACTS

BUSINESSES REPORTED								
			INSTALLED CAPACITY ELECTRICITY		INSTALLED CAPACITY HEAT	2011		
OPERATIONS	COUNTRY	FUEL TYPE	GROSS MW	NET MW	GROSS MW	GENERATION MWh	EFFICIENCY,%*	T LOSS, %
Maritsa	Bulgaria	Coal & Lignite	908.0	808.0	n/a	5,073,693	31%	n/a
Arrubal	Spain	Natural Gas	800.0	785.0	n/a	976,423	55%	n/a
Termoemcali	Colombia	Natural Gas	240.0	229.0	n/a	7,900	41%	n/a
Sochagota	Colombia	Coal & Lignite	165.0	152.0	n/a	413,519	31%	n/a
KTE	Ukraine	Coal & Lignite	120.0	110.0	301.6	225,261	58%	n/a
Togo	Togo	Fuel Oil	99.7	98.2	n/a	63,395	43%	n/a
FibroMinn	USA	Biomass	62.3	55.0	n/a	430,080	22%	n/a
São Domingos	Brazil	Hydro	24.5	24.4	n/a	150,733	n/a	2%
Guadeloupe	French Territory	Fuel Oil	21.4	20.4	n/a	77,828	39%	n/a
Saint Martin	French Territory	Fuel Oil	13.8	13.0	n/a	93,551	36%	n/a
Knockmore Hill	Northern Ireland	Natural Gas	15.2	14.9	2.8	38,607	39%	n/a
Sabaudia (1)	Italy	Solar	6.0	5.9	n/a	8,500	n/a	n/a
Helios (5)	Italy	Solar	4.3	4.2	n/a	3,345	n/a	n/a
Archimedes (2)	Italy	Solar	2.5	2.4	n/a	n/a	n/a	n/a
Nogara	Italy	Natural Gas	9.1	8.9	3.7	44,133	39%	n/a
Ploiesti	Romania	Natural Gas	6.1	6.0	1.5	38,454	44%	n/a
<b>TOTAL</b>			<b>2497.9</b>	<b>2337.3</b>			<b>41%</b>	
<b>CONSTRUCTION</b>								
Oricola	Italy	Natural Gas	6.1	6.0	n/a			
Asa Branca	Brazil	Wind	160.0	156.0	n/a			
Kiwuwatt**	Rwanda	Methane/Biogas	26.2	25.0	n/a			
Nigeria (3)***	Nigeria	Natural Gas	21.3	20.0	n/a			
Galheiros	Brazil	Hydro	12.1	12.0	n/a			
Radzymin	Poland	Natural Gas	6.1	6.0	2.4			
Kiev	Ukraine	Natural Gas	6.1	6.0	2.4			
<b>TOTAL</b>			<b>237.89</b>	<b>230.9</b>				
<b>TOTAL OPERATION AND CONSTRUCTION</b>			<b>2735.79</b>	<b>2568.2</b>				

### Comments:

Efficiency, %\*: Weighted Average Efficiency Based on Gross Electrical Capacity

Numbers in parentheses next to site names denote the number of installations or facilities at that location

Kiwuwatt:\*\* Phase I is currently under construction and reported; Phase II will start construction in 2013

Nigeria\*\*\* - Nigeria is reported as a portfolio of three projects and considered under construction until the entire portfolio reaches commercial operations

OPERATIONAL PERFORMANCE 2011				
	ELECTRICITY GENERATED MWh	HEAT GENERATED, MWh	EQUIVALENT FORCED OUTAGE RATE, %	EQUIVALENT AVAILABILITY FACTOR, %
Coal, Gas, and Oil	7,361,650	711,178	3.0%	89.8%
Solutions	121,194	45,985	2.1%	95.1%
Renewable	162,578	n/a	0.1%	95.9%

ECONOMIC PERFORMANCE (in thousand)s		
	2011	2010
<b>Total Revenue</b>	\$496,211	\$183,066
<b>Total Assets</b>	\$3,054,868	\$1,335,556

## ENVIRONMENTAL IMPACTS

2011 NO <sub>x</sub> , SO <sub>2</sub> , AND OTHER EMISSIONS TO AIR (EN20)								
MG/M <sup>3</sup>	NO <sub>x</sub>		SO <sub>2</sub>		DUST		CO	
TYPE OF PLANT	PLANT STACK	GUIDELINE	PLANT STACK	GUIDELINE	PLANT STACK	GUIDELINE	PLANT STACK	GUIDELINE
Coal, Gas, and Oil	881	834	572	1,083	157	294	148	415
Solutions	123	375	n/a	500	3	50	207	300
Renewables	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

GREENHOUSE GAS EMISSIONS (EN16-17)		
	CO <sub>2</sub> EMISSIONS PER YEAR	
	2010	2011
CO <sub>2</sub> tonnes	n/a	718,638
Avg Net CO <sub>2</sub> tonnes/MWh	n/a	0.56

Note: At our Maritsa site, we conducted an inventory of any potential PCB containing equipment in 2006 based on the Bulgarian regulations. Tests on transformer oil showed very low levels of PCB below the concentration of 5 parts per million (ppm). According to the regulations, a substance that contains more than 50 ppm requires monitoring and required plants for decontamination, waste treatment and storage. Thus, Maritsa is excluded from reporting. None of other sites have any PCB containing equipment.

MATERIALS* USED IN 2011 (EN1)							
FUEL TYPE	FUEL*, t	LIMESTONE, t	AMMONIA, t	MEA, t	CAUSTIC SODA, t	SALT, t	SULFURIC ACID, t
Coal & Lignite, t	8,981,230	533,431	1,873	-	31,848	637	11,109
Natural Gas, t or ths m <sup>3</sup>	111,666	-	228	96	33	162	71
Fuel Oil, t	53,558	-	-	-	-	-	-
Biomass, t	884,258	151	-	-	-	-	-
Hydro	-	-	-	-	-	-	-
Solar	-	-	-	-	-	-	-
<b>TOTAL FUEL, t</b>	<b>9,919,046</b>	<b>533,582</b>	<b>2,101</b>	<b>96</b>	<b>31,881</b>	<b>799</b>	<b>11,180</b>

\*Materials used shows what types of materials are used in the production processes of plants, as segregated by the main fuel type used in the plant.

TOTAL WATER WITHDRAWAL AND DISCHARGE (EN8, EN21)												
	WATER WITHDRAWAL			REUSED WASTE WATER (m <sup>3</sup> )				WATER QUALITY				
	PURCHASED	SURFACE	GROUND	IN SAME PROCESS	IN SEPARATE PROCESS	DISCHARGED	EVAPORATED	TSS, mg/l	OIL & GREASE, mg/l	pH	pH OTHER WATERS	RESIDUAL CHLORINE
Coal, Gas, and Oil	141,072	2,926,310	84,809	66,402,814	5,460	1,162,726	988,090	n/a	n/a	n/a	n/a	n/a
Solutions	6,000	-	12,267	7,601	455	8,794	3,971	28	6	8	7	0
Renewable	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

SPILLS AND CONTAMINATION (EN23)												
#	SITE	TYPE OF FUEL	DATE	NUMBER OF SPILLS				LIQUID	ACTION	PROSECUTION	FINE	
				0-10 liters	10-100 liters	100-1000 liters	>1000 liters					
				SPILLS 2011								
<b>Projects in Operations or Commissioning:</b>												
1	Arrubal	Gas	Total	0	0	1	0	Sulfuric acid	About 1000 liters of sulfuric acid spilled inside the dike	Siemens picked it up and returned to put in the dike for reuse	n/a	
2	São Domingos II	Hydro	Total	0	20	0	0	Lube oil	Immediate removal and cleaning		n/a	
3	Maritsa	Coal	Total	1	2	0	0	100l HFO, 3 l NaOH, 30l HFO			n/a	
4	Radyzmin	Gas	Total	2	0	0	0	Glycol, NH3	Cleaned, Changed Construction		n/a	
<b>PROJECTS IN OPERATION TOTAL</b>				<b>3</b>	<b>22</b>	<b>1</b>	<b>0</b>					
<b>Projects in Construction:</b>												
1	Galheiros	Gas	Total	0	0	1	0	Oil	Immediate removal and cleaning		n/a	
<b>CONTOURGLOBAL TOTAL</b>				<b>3</b>	<b>22</b>	<b>2</b>	<b>0</b>					

## HUMAN RIGHTS AND ANTI-CORRUPTION IMPACTS

HUMAN RIGHTS IMPACTS	2011	2010	ANTI-CORRUPTION IMPACTS	2011	TARGET
Total Number of Incidents of Discrimination	0	0	Total Number of Businesses Analyzed for Corruption Risks	21	21
Total Number of Incidents of Child Labor	0	0	Percentage of Businesses Analyzed for Corruption Risks	100%	100%
Total Number of Incidents involving Indigenous Rights	0	0	Percentage of Employees Receiving Anti-Corruption Training	85.5%	85%
Number of Businesses with Collective Bargaining or other forms of employee associations	56	1137			
Number of Strikes or Lock Outs	0	0			

## LABOR IMPACTS

EMPLOYEE DATA (LA1, LA3, LA12) AS OF DECEMBER 31, 2011						
	BRAZIL & COLOMBIA		EUROPE & AFRICA (INCLUDING CARIBBEAN)		NORTH AMERICA	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Total Full-time Employees	47	21	960	263	40	23
Benefits Provided to Full-time Employees*	Yes	Yes	Yes	Yes	Yes	Yes
Total Part-time Employees	2	1	4	2	0	0
Benefits Provided to Part-time Employees**	No	No	No	No	No	No
Employees <30	14	6	113	42	10	5
Employees 30-50	28	12	604	171	20	17
Employees >50	5	3	241	50	10	1
Total Managers	13	6	110	26	20	19
% of Male and Female Managers	28%	29%	11%	10%	50%	83%
% of Employees Receiving Performance Reviews***	100%	100%	100%	100%	100%	100%

\* Benefits generally include Health Coverage (state or private), Life Insurance and Disability Insurance

\*\* Part-time employees generally do not receive company paid benefits unless legally required

\*\*\* Excludes employees joining ContourGlobal after September 1, 2011.

EMPLOYEE TURNOVER* (LA2) AS OF DECEMBER 31, 2011						
	BRAZIL & COLOMBIA		EUROPE & AFRICA (INCLUDING CARIBBEAN)		NORTH AMERICA	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Employees Leaving ContourGlobal in 2011	15	5	55	10	3	4
Turnover %	32%	24%	6%	4%	8%	17%
Employees < 30 Leaving ContourGlobal in 2011	7	0	4	2	1	0
Turnover % of Employees <30	15%	0%	0%	1%	3%	0%
Employees 30-50 Leaving ContourGlobal in 2011	7	4	37	8	1	4
Turnover % of Employees 30-50	15%	19%	4%	3%	3%	17%
Employees >50 Leaving ContourGlobal in 2011	1	1	15	0	1	0
Turnover % of Employees > 50	2%	5%	2%	0%	3%	0%

\*Turnover is reported as Total Employees of Group Leaving in 2011 (voluntarily and involuntarily)/Total Employees as of December 31, 2011.

UNIONS AND COLLECTIVE BARGAINING AGREEMENTS (LA4)			
AS OF DECEMBER 31, 2011	BRAZIL & COLOMBIA	EUROPE & AFRICA (INCLUDING CARIBBEAN)	NORTH AMERICA
Total Number of Employees in a Union or covered by a Collective Bargaining Agreement	56	1137	0
% of Total Employees in a Union or covered by a Collective Bargaining Agreement	100%	93%	0%

## GRI INDICATORS AND UN GLOBAL COMPACT PRINCIPLES

Following is a content index for the GRI indicators that ContourGlobal is reporting. The relevant UN Global Compact Principles<sup>3</sup> are also indicated for each indicator.

● Fully    ◐ Partially    ○ Not

GRI Indicator	General Description	Page(s)	GRI Status	UNGC Principle(s)
<b>1. STRATEGY AND ANALYSIS</b>				
1.1	Statement from most senior decision-maker of the organization	CEO Message, page 3	●	Statement of continuing support for the UNGC
1.2	Key impacts, risks, and opportunities	Our Challenges and Management Response, pages 10-11; Our Growth Plan, page 20; Our Sustainability Strategy, pages 24-26; Our Performance Targets, pages 27-29	●	
<b>2. ORGANIZATIONAL PROFILE</b>				
2.1-2.3, 2.5, 2.7	Organizational Profile	Overview, pages 4-5; <a href="http://www.contourglobal.com">http://www.contourglobal.com</a>	●	
2.4	Location of organization's headquarters	New York, NY: <a href="http://www.contourglobal.com/contact/">http://www.contourglobal.com/contact/</a>	●	
2.6	Nature of ownership and legal form	Privately held	●	
2.8	Scale of the reporting organization	ContourGlobal is backed by USD \$1 billion of private/institutional capital. The company has over 1,500 employees, in 14 countries and four continents. Overview, pages 4-5; Our People, pages 16-17	●	
2.9	Significant changes during the reporting period	CEO Message, page 3; Key Events in 2011, page 7	●	
2.10	Awards received in the reporting period	Awards Received, page 18	●	
<b>3. REPORT PARAMETERS</b>				
3.1, 3.2, 3.6-3.11, 3.13	Reporting period, scope and boundary, materiality determination, data measurement techniques and basis of calculations, explanation of restatements and significant changes, external assurance	Our Report and Performance Impacts, page 30	●	
3.3	Reporting cycle	Annual	●	
3.4	Contact point for questions regarding the report	SustainabilityFeedback@ContourGlobal.com	●	
3.5	Process for defining report content	Our Stakeholders, pages 21-23; Our Sustainability Strategy, pages 24-26; Our Report and Performance Impacts, page 30	●	
3.12	GRI Content Index	GRI Index, pages 35-39	●	
<b>4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b>				
4.1-4.4	Information on highest governance body and feedback mechanisms	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 12-13	●	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	Not disclosed as this is proprietary information	○	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Specific processes are not in place	●	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	Not disclosed as this is proprietary information	○	
4.8	Internal values, codes of conduct, and principles relevant to economic, environmental, and social performance	Our Challenges and Management Response, pages 10-19	●	
4.9	Procedures to oversee the organization's identification and management of economic, environmental, and social performance	Our Challenges and Management Response, pages 10-19	●	
4.10	Evaluation processes of the highest governance body's own performance	Not disclosed as this is proprietary information	○	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Our Challenges and Management Response, pages 10-19	●	Principle 7
4.12	Externally subscribed or endorsed initiatives	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, page 13	●	
4.13	Key memberships and associations	Our Challenges and Management Response, pages 12-14, 18	●	
4.14-4.17	Stakeholders, types of engagement, key issues	Our Stakeholders, page 21 - 23; Our Sustainability Strategy, page 24	●	

<sup>3</sup> For further information about the UN Global Compact Principles, see [www.unglobalcompact.org](http://www.unglobalcompact.org).

GRI Indicator	General Description	Page(s)	GRI Status	UNGC Principle(s)
<b>ECONOMIC INDICATORS</b>				
EC DMA	Economic performance	Our Business, pages 6-9; Operational and Economic Performance, pages 17-18, Our Growth Plan, page 20	●	Principles 1, 4, 6, 7
	Market presence	Our Business, pages 6-9; Operational and Economic Performance, pages 17-18, Our Growth Plan, page 20	●	Principles 1, 4, 6, 7
	Indirect economic impacts	Our Business, pages 6-9; Our Communities, page 19	●	Principles 1, 4, 6, 7
EC1	Direct economic value	Operational and Economic Performance, pages 17-18	◐	
EC2	Financial implications of climate change	Diversified Generation, pages 8-9; Minimizing our Environmental Impacts through Planning and Promoting Innovative Technical Solutions, pages 13-14; Environmental Impacts, page 33	●	Principle 7
EC3	Defined benefit plan obligations, significant assistance received from government, entry level wage comparison		○	
EC4	Significant financial assistance received from government		○	
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation		○	Principle 1
EC6	Local supplier spend at significant locations of operation	Our Communities, page 19	◐	
EC7	Local hiring at significant locations of operation	Our Communities, page 19	◐	Principle 6
EC8	Development and impact of infrastructure investments and services	Our Business, pages 6-8; Underserved Markets, page 8; Our Communities, page 19; Our Growth Plan, page 20	●	
EC9	Understanding and describing significant indirect economic impacts	Underserved Markets, page 8; Our Communities, page 19	◐	
<b>ENVIRONMENTAL INDICATORS</b>				
EN DMA	Disclosure on management approach to the following environmental aspects: Materials, Energy, Water, Emissions, Effluents, Waste, Products and Services, Compliance	Minimizing our Environmental Impacts through Planning and Promoting Innovative Technical Solutions, pages 14-16; Environmental Impacts, page 33	●	Principles 7, 8, 9
	Disclosure on management approach to Biodiversity	Minimizing our Environmental Impacts through Planning and Promoting Innovative Technical Solutions, pages 14-16; Environmental Impacts, page 33	◐	Principles 7, 8, 9
	Disclosure on management approach to the following environmental aspects: Transport, Overall		○	Principles 7, 8, 9
EN1	Materials used by weight or volume	Materials and Energy, page 15; 2011 Environmental Impacts, page 33	●	Principle 8
EN2	Percentage of materials used that are recycled input materials	None	●	Principle 8
EN3	Direct energy consumption by primary energy source	Materials and Energy, page 15; 2011 Environmental Impacts, page 33	◐	Principle 8
EN4	Indirect energy consumption by primary source		○	Principle 8
EN5	Energy conservation and efficiency initiatives and improvements		○	Principle 8
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiative	Diversified Generation Portfolio, pages 8-9; Minimizing our Environmental Impacts through Planning and Promoting Innovative Technical Solutions, pages 14-16	●	Principle 8
EN7	Initiatives to reduce indirect energy consumption and reductions achieved		○	Principle 8
EN8	Total water withdrawal by source	Water, page 15; Environmental Impacts, page 33	●	Principle 8
EN9	Water sources significantly affected by withdrawal of water		○	Principle 8
EN10	Percentage and total volume of water recycled and reused	Water, page 15; Environmental Impacts, page 33	◐	Principle 8
EN11	Land in or adjacent to areas of high biodiversity value	Although we have initiatives in place to protect biodiversity, data is still only available at the local level and is not reported	○	Principle 8
EN12	Description of significant impacts on biodiversity in protected areas and areas of high biodiversity value	Although we have initiatives in place to protect biodiversity, data is still only available at the local level and is not reported	○	Principle 8
EU13	Habitats protected or restored	Although we have initiatives in place to protect biodiversity, data is still only available at the local level and is not reported	○	Principle 8
EU13	Biodiversity of offset habitats compared to the biodiversity of the affected areas	Although we have initiatives in place to protect biodiversity, data is still only available at the local level and is not reported	○	Principle 8
EN14	Strategies to manage biodiversity impacts	Although we have initiatives in place to protect biodiversity, data is still only available at the local level and is not reported	○	Principle 8
EN15	Number of IUCN Red List and national conservation list species	Although we have initiatives in place to protect biodiversity, data is still only available at the local level and is not reported	○	Principle 8
EN16	Total direct and indirect greenhouse gas emissions	Minimizing our Environmental Impacts through Planning and Promoting Innovative Technical Solutions, pages 14-16; Environmental Impacts, page 33	◐	Principle 8

GRI Indicator	General Description	Page(s)	GRI Status	UNGC Principle(s)
<b>ENVIRONMENTAL INDICATORS (CONTINUED)</b>				
EN17	Other relevant indirect greenhouse gas emissions		○	Principle 8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Minimizing our Environmental Impacts through Planning and Promoting Innovative Technical Solutions, pages 14-16; Environmental Impacts, page 33	●	Principles 7 and 8
EN19	Emissions of ozone-depleting substances		○	Principle 8
EN20	NOx, SOx, and other significant air emissions	Emissions, pages 14-15; Environmental Impacts, page 33	●	Principle 8
EN21	Total water discharge by quality and destination	Water, page 15; Environmental Impacts, page 33	●	Principle 8
EN22	Total weight of waste by type and disposal method		○	Principle 8
EN23	Total number and volume of significant spills	Spills, Fines, and Incidents, page 16; Environmental Impacts, page 33	●	Principle 8
EN24	Basel Convention waste management summary		○	Principle 8
EN25	Biodiversity of receiving waters for water discharges and runoff		○	Principle 8
EN26	Initiatives to mitigate environmental impacts of products and services	Diversified Generation, page 12; Minimizing our Environmental Impacts through Planning and Promoting Innovative Technical Solutions, pages 14-16; Corporate Action Plan, pages 27-28	●	Principles 7 and 8
EN27	Percentage of products sold and their packaging materials that are reclaimed by category		○	Principle 8
EN28	Fines, penalties and non-compliances	(Zero) Spills, Fines, and Incidents, page 16	●	Principle 8
EN29	Transportation impacts		○	Principle 8
EN30	Environmental expenditures		○	Principles 8 and 7
<b>LABOR INDICATORS</b>				
LA DMA	Disclosure on management approach to employment, occupational health and safety, and training and education	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-11; Our People, pages 16-17; Our Sustainability Strategy, pages 24-26; Corporate Action Plan, page 27	●	Principles 1, 3, 6
	Disclosure on management approach to labor relations, diversity, and equal opportunity	Our People, pages 16-17; Our Communities, page 19	●	Principles 1, 3, 6
LA1	Total workforce by employment type, employment contract, and region	Labor Impacts, page 34 (Contractor information not reported)	●	
LA2	Total number and rate of employee turnover by age group, gender and region	Labor Impacts, page 34 (average length of tenure not reported)	●	Principle 6
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Labor Impacts, page 34	●	
LA4	Percentage of employees covered by collective bargaining agreements	Our People, pages 16-17; Labor Impacts, page 34 (Contractor information not reported)	●	Principle 3
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		○	Principle 3
LA6	Percentage of total workforce represented in joint health and safety committees		○	Principle 1
LA7	Injury, occupational illness, lost days, absenteeism, and fatalities by region	CEO Message, page 3; Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-11; Health and Safety Impacts, pages 31-32	●	Principle 1
LA8	Disease prevention program		○	Principle 1
LA9	Health and safety topics covered in collective bargaining agreements		○	
LA10	Average hours of training per year per employee by employee category		○	
LA11	Programs for skills management and lifelong learning and career endings	Our People, pages 16-17	●	
LA12	Percentage of employees receiving regular performance and career development reviews	Our People, pages 16-17	●	
LA13	Governing bodies and employees by category according to diversity indicators	Labor Impacts, page 34	●	Principles 1 and 6
LA14	Ratio of basic salary of men to women by employee category		○	Principle 6
EU14	Programs and processes to ensure the availability of a skilled workforce	Our People, pages 16-17; Our Communities, page 19	●	
EU15	Percentage of employees eligible to retire in the next 5 and 10 years broken down by job category and by region		○	

GRI Indicator	General Description	Page(s)	GRI Status	UNGC Principle(s)
<b>LABOR INDICATORS (CONTINUED)</b>				
EU16	Policies and requirements regarding health and safety of employees and employees of contractors and subcontractors	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-11; Our Sustainability Strategy, pages 24-26	●	
EU17	Days worked by contractor and subcontractor employees involved in construction, operation and maintenance activities		○	
EU18	Percentage of contractor and subcontractor employees that have undergone relevant health and safety training		○	
<b>HUMAN RIGHTS INDICATORS</b>				
HR DMA	Disclosure on management approach to human rights aspects: Non-discrimination, child labor, indigenous rights	Human Rights, page 16; Our Sustainability Strategy, pages 24-26; Corporate Action Plan, page 29	●	Principles 1 - 6
	Disclosure on management approach to human rights aspects: investment and procurement practices, freedom of association and collective bargaining, forced and compulsory labor, security practices	Human Rights, page 16; Our Sustainability Strategy, pages 24-26; Corporate Action Plan, page 29	◐	Principles 1 - 6
HR1	Human rights and significant investment agreements	Human Rights, page 16	◐	Principles 1 - 6
HR2	Significant suppliers/contractors screened for human rights		○	Principles 1 - 6
HR3	Employee training on policies and procedures concerning human rights		○	Principles 1 - 6
HR4	Total number of incidents of discrimination and actions taken	Human Rights, page 16; Human Rights and Anti-Corruption Impacts, page 34	●	Principle 6
HR5	Operations at risk re: freedom of association and collective bargaining	Human Rights, page 16	◐	Principles 1, 2, 3
HR6	Operations at risk re: child labor	Human Rights, page 16	●	Principles 1, 2, 5
HR7	Operations at risk re: forced and compulsory labor		○	Principles 1, 2, 4
HR8	Security personnel trained on human rights		○	Principles 1, 2
HR9	Violations of indigenous peoples' rights	Human Rights, page 16	●	Principles 1, 2
<b>SOCIETY INDICATORS</b>				
SO DMA	Disclosure on management approach to corruption, public policy, anti-competitive behavior and compliance	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-13; Our Sustainability Strategy, pages 24-26; Corporate Action Plan, page 29	●	Principle 10
	Disclosure on management approach to community	Our Communities, page 19	◐	Principle 10
SO1	Programs and practices that assess and manage impacts of operations on communities	Our Communities, page 19	◐	
SO2	Business units analyzed for risks related to corruption	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-14; Human Rights and Anti-Corruption Impacts, page 34	●	Principle 10
SO3	Employees trained in anti-corruption policies and procedures	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-14; Human Rights and Anti-Corruption Impacts, page 34	●	Principle 10
SO4	Actions taken in response to incidents of corruption	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-14; Human Rights and Anti-Corruption Impacts, page 34	●	Principle 10
SO5	Public policy positions and participation in public policy development and lobbying		○	Principles 1 - 10
SO6	Political contributions		○	Principle 10
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, page 12	●	
SO8	Fines and penalties for noncompliance with laws and regulations	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, page 12	●	
<b>PRODUCT RESPONSIBILITY INDICATORS</b>				
PR DMA	Disclosure on management approach to product responsibility compliance	Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-11	●	Principles 1 - 8
	Disclosure on management approach to customer health and safety, product labeling, marketing communications and customer privacy		○	Principles 1 - 8
PR1	Life-cycle assessment for health and safety impacts of products/services		○	Principle 1
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	(None) Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, page 12	●	Principle 1
PR3	Product and service labeling requirements for significant products		○	Principle 8

GRI Indicator	General Description	Page(s)	GRI Status	UNGC Principle(s)
<b>PRODUCT RESPONSIBILITY INDICATORS (CONTINUED)</b>				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Anti-Corruption and Compliance Performance, page 32	●	Principle 8
PR5	Customer satisfaction practices		○	
PR6	Marketing communications compliance programs		○	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	(None) Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-11	●	
PR8	Substantiated customer privacy complaints and data loss	None	●	Principle 1
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	(None) Providing a Healthy and Safe Workplace with the Highest Standards of Ethical Behavior and Strong Corporate Governance, pages 10-11	●	
<b>INDUSTRY INDICATORS</b>				
EU1	Installed capacity, broken down by primary energy source and by regulatory regime	Operational Impacts, page 32; Portfolio Data <a href="http://www.contourglobal.com/portfolio/data.php">http://www.contourglobal.com/portfolio/data.php</a>	●	
EU2	Net energy output broken down by primary energy source and by regulatory regime	Operational Impacts, page 32	●	
EU3	Number of residential, industrial, institutional and commercial customer accounts	ContourGlobal has industrial, institutional and commercial customer accounts. All account information is kept at the business level and is not readily available. We intend to report the data by 2013.	○	
EU4	Length of above and underground transmission and distribution lines by regulatory regime	ContourGlobal is responsible for the operations and maintenance of transmission lines in Brazil, Togo, and Ukraine. The data related to transmissions lines is not readily available. We intend to report the data by 2013.	○	
EU5	Allocation of CO2e emissions allowances or equivalent, broken down by carbon trading framework	ContourGlobal currently manages its CO2 emissions allowances, regulatory compliance and participation in emissions trading schemes at each business. Our businesses participate in the European Union Emissions Trading Scheme and the Kyoto Protocol flexible mechanisms (Joint Implementation and Clean Development Mechanism) and information relating to allocations or reduction targets is not readily available. As noted in our Corporate Action Plan on p. 27, we have set targets relating to CO2 emissions and intend to report on our allocations in greater detail by 2013.	●	
EU6	Management approach to ensure availability and reliability		○	
EU7	Demand-side management programs including residential, commercial, institutional and industrial programs		○	Principles 8 and 9
EU8	Research and development activity		○	Principle 9
EU9	Provisions for decommissioning of nuclear power sites	ContourGlobal does not own any nuclear power sites.	●	
EU10	Planned capacity against projected electricity demand over the long term, broken down by energy source and regulatory regime.		○	
EU11	Average generation efficiency of thermal plants by energy source and regulatory regime.	Operational Impacts, page 32	●	
EU12	Transmission and distribution losses as a percentage of total energy.	Operational Impacts, page 32	●	
EU19	Stakeholder participation in the decision making process related to energy planning and infrastructure development		○	Principles 1 and 2
EU20	Approach to managing the impacts of displacement	Our Communities, page 19	●	Principles 1 and 2
EU21	Contingency planning measures, disaster/emergency management plan and training programs, and recovery/restoration plans		○	
EU22	Number of people physically or economically displaced and compensation, broken down by type of project		○	Principles 1 and 2
EU23	Programs, including those in partnership with government, to improve or maintain access to electricity and customer support services.		○	
EU24	Practices to address language, cultural, low literacy and disability related barriers to accessing and safely using electricity and customer support services		○	
EU25	Number of injuries and fatalities to the public involving company assets, including legal judgments, settlements and pending legal cases of diseases		○	
EU26	Percentage of population unserved in licensed distribution or service areas		○	
EU27	Number of residential disconnections for non-payment, broken down by duration of disconnection and by regulatory regime		○	
EU28	Power outage frequency	Operational Excellence, page 8	●	
EU29	Average power outage duration.	Operational Excellence, page 8	●	
EU30	Average plant availability factor by energy source and by regulatory regime	Operational Excellence, page 8; Operational Impacts, page 32	●	

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