

The background of the entire page is a dense, intricate pattern of small, overlapping circles in shades of red, blue, and white, creating a textured, fabric-like appearance. The circles are arranged in a way that suggests depth and movement, with some appearing larger and more prominent than others.

# *THE FIRST* **STITCH**

/// ESG REPORT 2023





# FABRIC OF THE REPORT: **UNDERSTANDING OUR FIRST STITCH**

In this inaugural ESG report, themed “The First Stitch,” we celebrate and embrace the rich, diverse cultural heritage of Africa. This tapestry, full of bright colors and stories, represents how sustainable methods, new ideas, and the work of governments, private stakeholders, NGOs and local communities all come together to form Africa’s energy industry.

***It’s not just about enabling Africa’s energy transition; it’s about crafting one that’s equitable and just.***

This report reflects our commitment to environmental stewardship, social responsibility, and governance, forming the fabric of sustainable development. At CSI Energy Group, our core purpose—Enabling Africa’s Just Energy Transition—is interlaced throughout this tapestry, underscoring our dedication to a transition that is as diverse and dynamic as the continent itself.

***We pay homage to Africa’s artistic legacy, using it as a metaphor for our journey towards an energy future that is not only sustainable but also just and inclusive for all Africans.***

Importantly, since this is our first report, we acknowledge that some data, insights, and aspects of reporting are still in progress. This initial report sets the groundwork for future comprehensive disclosures and reflects our ongoing efforts to gather, analyze, and present information that fully captures our impact and progress. We’re committed to evolving and enriching our reporting in subsequent editions as our journey of sustainability and equity continues.





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# GUIDING THREADS: MESSAGE FROM OUR SUSTAINABILITY MANAGER

I am really happy to present our inaugural ESG report, "The First Stitch." This report marks a significant milestone in our journey towards a sustainable and equitable energy future for Africa. The metaphor of the first stitch embodies our commitment to start weaving a narrative of change, a narrative that combines traditional wisdom with modern innovation. We are at the beginning of a transformative era, where every action, every decision, is a stitch in the fabric of a greener, more inclusive Africa.

Our wish is to ensure that these stitches are strong, meaningful, and lead to lasting impact. As we embark on this journey, we are fully aware of the challenges ahead, but we are equally inspired by the possibilities of a just energy transition. This report is not just a reflection of our past and present, but a pledge to a future where sustainable energy is a reality for every African.

**Christine Nafula**  
Sustainability Manager







# GUIDING THREADS: MESSAGE FROM THE GROUP DEPUTY CEO

As Deputy Group CEO of CSI Energy Group, it is with immense pride that I introduce our first ESG report, titled “The First Stitch.” This report is not just a document; it’s a testament to our journey towards a sustainable and equitable energy future for Africa. Each page reflects our commitment to innovation, responsibility, and ethical leadership in the energy sector. “The First Stitch” symbolizes our initial, yet crucial step in this journey, weaving together our aspirations and concrete actions to drive positive change. Together, we are setting the course for a future where energy not only powers our homes and industries but also empowers communities and nurtures the environment.

**Natacha Emilien**  
Group Deputy CEO



*Hear more from Natacha*







# ENABLING AFRICA'S **JUST ENERGY TRANSITION**

Enabling Africa's just energy transition involves harnessing the continent's abundant renewable energy resources while ensuring equitable access and benefits.

It's about creating a sustainable energy landscape that addresses Africa's unique socio-economic challenges, including energy poverty and the need for economic development. This transition should prioritize local communities, creating job opportunities and improving living standards through access to clean, reliable, and affordable energy.

However, the journey is complex and requires a nuanced approach. It involves balancing the expansion of renewable energy with the continued use of non-renewable sources in some areas to meet immediate energy needs. It's about building resilient energy systems that can withstand the impacts of climate change and support Africa's growing population and economies. Ultimately, a just energy transition in Africa is one that fosters social inclusion, environmental sustainability, and economic prosperity for all.





# CSI ENERGY GROUP AT A GLANCE



We are a diversified African centric network of companies providing resilient solutions within the energy sector across Africa.



With a track record spanning two decades across 12 countries, we are committed to making a positive impact and driving sustainable development in the region.



More than 200 projects successful completed across Africa.



3 strategic business clusters; energy contracting, energy development (Energy Transition and Renewables) and energy investment (investments in energy transition and renewable energy projects)



Focus on emerging markets, maximising impact on sustainability and economic growth.



High focus on international quality standards (ISO Certified 9001:2015, 14001:2015, 45001:2018)



As a member of the UN Global Compact network, we are deeply committed to supporting the UN's Sustainable Goals, with a focus on goals 5, 7, 8, 9 and 13.





# ESG STRATEGY AND FRAMEWORK: **LAYING THE THREADS**

In 2023, CSI Energy Group began a key journey by creating a detailed ESG roadmap. This marked an important step in our promise to be sustainable and ethical. Here, we unfold our ESG plan, showing how we blend environmental care, social commitment, and strong governance to aid a fair energy shift in Africa. This is like the first stitch in a fabric, starting our journey to weave a better future.



**Environmental Responsibility:** Our strategy prioritizes a shift towards cleaner and renewable energy sources, reflecting our commitment to Africa's just energy transition. We focus on developing customized carbon management strategies taking into account the specificities of each region, and we play an active role in reducing emissions and fostering circular economy practices.



**Social Leadership:** At the heart of our operations is a steadfast commitment to human rights, employee well-being, and community upliftment. We actively promote gender equality, support local job creation, and invest in community development initiatives, ensuring our impact extends beyond our immediate business.



**Governance:** Upholding the highest standards of ethics and integrity, our governance framework ensures transparency, legal compliance, and effective risk management. Our board's impartiality and strategic oversight guide our operations towards responsible and accountable business practices. We are committed to safeguarding our stakeholders' interests and rigorously combating corruption in all forms to maintain the integrity of our operations, particularly in the challenging markets we operate in.



**Commitment in Action:** Our commitment to ESG principles goes beyond intentions, focusing on measurable impact. We've aligned our group policies with ESG goals, ceased activities that conflict with these principles, and declined projects not meeting our sustainability criteria. Our investment in ESG capabilities is significant, underscored by tracking new environmentally-focused projects and measuring our carbon emission reductions. These steps demonstrate our commitment to real, quantifiable environmental and social progress.



**Continuous Improvement and Evolution:** As we present our first ESG report, we see it as a stepping stone in an ongoing journey. Our approach is fluid, adapting to the complexities of sustainability. We're enhancing our data collection and analysis methodologies, essential for evaluating our ESG effectiveness. Stakeholder feedback is integral, ensuring our strategies remain relevant and impactful. This continuous evolution aims not just to meet, but to surpass, stakeholder expectations and contribute substantially to global sustainability efforts.





# OUR APPROACH

Internally, our actions are grounded in a comprehensive approach encompassing health and safety, quality management, energy sustainability, and more, ensuring we foster productive employment and uphold gender equality.

Externally, we align our efforts with the UN's Sustainable Development Goals, adhere to the principles of the UN Global Compact, and embrace ESG principles in our reporting.

This dual approach ensures we are steadfast in our commitment to a just and sustainable future, reflecting the first stitch in our ongoing ESG narrative.

## What we do internally

### Sustainability:

- Health Safety Environment Quality (HSEQ)
- Quality Management System and ISO Certification
- Energy Sustainability
- Energy Inclusion & Gender Equality
- Productive Employment and Decent Work
- Good Governance
- Corporate Social Responsibility (CSR)
- Organizational Resilience
- Energy Security and Affordability

## How we commit and report externally

- Membership to United Nations Global Compact (UNGC)
- Commitment to United Nations Sustainable Development Goals (UN SDGs)
- Environmental-Social-Governance (ESG) principles and reporting

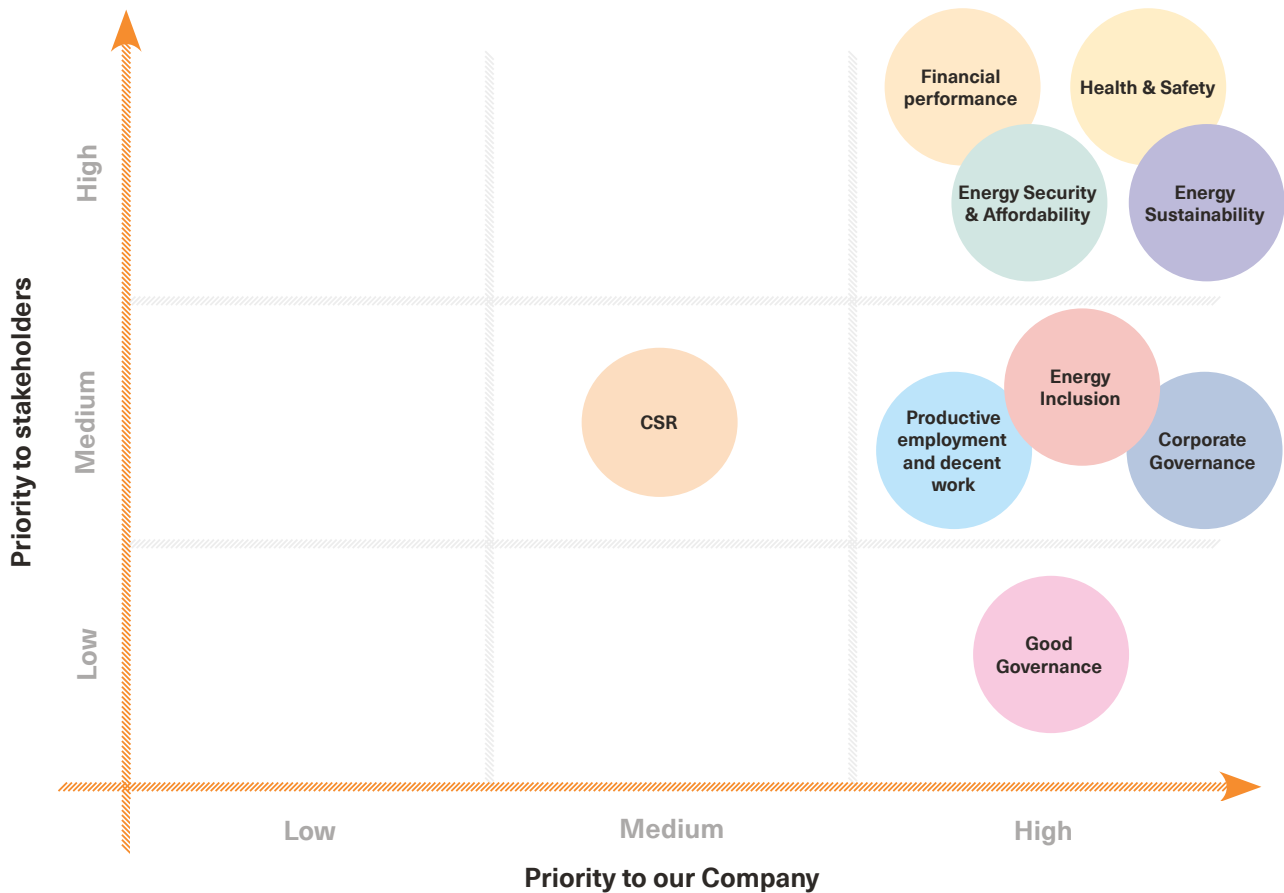
## SUSTAINABLE DEVELOPMENT GOALS





We clearly identify and organize our main goals using the Materiality Matrix. This matrix maps out what matters most to our stakeholders and to us, guiding our focus where it counts. High on this fabric are elements like renewable energy, climate action, and health & safety, reflecting the areas where our impact weaves the deepest. Each priority, from employee well-being to environmental stewardship, is a carefully placed stitch in our ESG tapestry, ensuring that our actions align with the values and needs of those we serve. This matrix is not just a tool; it's the pattern from which our sustainability efforts are crafted, ensuring every stitch contributes to the strength and integrity of the whole.

### OUR SUSTAINABILITY MATERIALITY MATRIX



<b>CSR</b> Community development Community participation Poverty reduction	<b>Financial Performance</b> Economic performance Market presence Sustainable profitability	<b>Health &amp; Safety</b> Occupational health and safety	<b>Energy Security &amp; Affordability</b> Energy Access Energy Infrastructure Energy Cost Energy solutions for local community	<b>Energy Inclusion</b> Access to safe, reliable, and sustainable energy
<b>Productive employment and decent work</b> Diversity and inclusion Gender equality and equal pay Employee engagement Employee training Human rights Labour law Upskilling labour force	<b>Good Governance</b> Conflicts of interest Workplace ethics Shareholder rights Delegating authority Business Continuity Succession Plan Anti-corruption policies	<b>Energy Sustainability</b> Renewable energy Energy efficiency Climate change Greenhouse gas emissions Transport Waste management	Water outflows/discharges Hazardous substances Physical risk Contaminated land Supporting green transition	<b>Corporate Governance</b> Board ESG oversight Board composition Independence of board chair Compensation committee structure Audit & risk committee structure



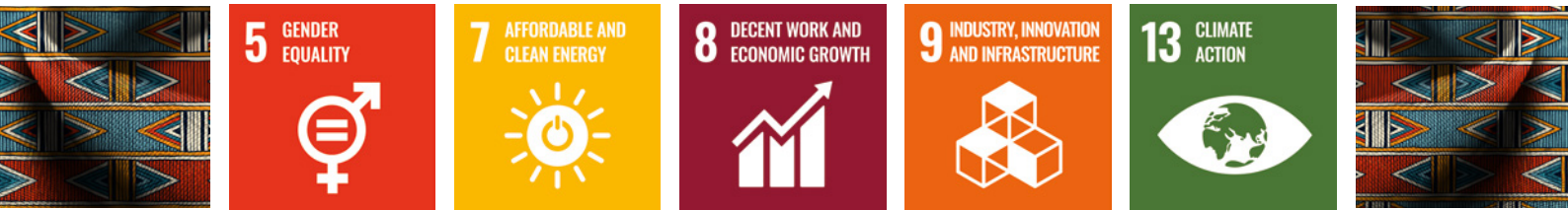
# OUR UN SDG ALIGNMENT

## SUSTAINABLE DEVELOPMENT GOALS

At CSI Energy Group, we embrace the United Nations Sustainable Development Goals (SDGs) as a compass guiding our journey towards a just and sustainable energy transition in Africa. These SDGs represent an ambitious tapestry of interconnected goals, woven together to address the world's most pressing challenges while fostering peace and prosperity for both people and the planet.

Comprising 17 interlinked objectives, the SDGs acknowledge the intricate connections between global issues. As a responsible energy company operating in the heart of Africa, we recognize that the success of this mission requires ongoing collaboration between governments, businesses, and society at large.

For CSI Energy Group, the SDGs serve as a vital framework for accountability and measurement. We are committed to advancing specific SDGs that align with our core strengths as a business and our capacity to create a substantial impact. Through our actions, we contribute to the collective effort in achieving these global milestones, stitching together a more sustainable future for Africa and its communities.





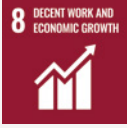


# OUR COMMITMENT TO THE TEN PRINCIPLES OF THE UNGC



In 2023, as we embarked on our journey towards a just energy transition, CSI Energy Group joined the United Nations Global Compact (UNGC). This international commitment, which we continue this year, signifies our dedication to embracing sustainable and socially responsible practices. Our pledge is reflected in our unwavering commitment to adhere to the Ten Principles outlined by the UNGC. Further insights into our adherence to these principles can be found within this report.

# OUR ESG COMMITMENT AND KPIs

Our promises are translated into tangible goals. We pledge to enhance gender equality, support clean energy initiatives, and ensure economic growth, alongside nurturing innovation, and environmental care. Our key performance indicators (KPIs) are the milestones we set to track and fulfil these promises, ensuring our sustainability efforts are both meaningful and measurable. Each commitment is a crucial stitch in our collective effort to advance a just and sustainable future.

SDGs	Our commitments	Current Indicators 2023	KPIs 2024	KPIs 2025
 <p><b>5</b> GENDER EQUALITY</p>	Promoting gender equality, empowering women in the energy sector and supporting women-led businesses within the energy value chain in Africa	<ul style="list-style-type: none"> <li>29% of women in management across the Group</li> <li>0.86:1 female: male pay gap for staff</li> <li>0.75:1 female: male pay gap for Management</li> <li>100% of our interns are women*</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 40% of women in management across the Group</li> <li>Reducing female: male pay gaps</li> <li>50% of our interns are women</li> </ul>	<ul style="list-style-type: none"> <li>More than 40% of women in management across the Group</li> <li>We become an equal pay employer</li> <li>50% of our interns are women</li> </ul>
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	Supporting the global energy transition by increasing the number of cleaner and renewable energies projects that we undertake.	<ul style="list-style-type: none"> <li>0 new energy transition project</li> <li>0 new renewable energy projects</li> </ul>	<ul style="list-style-type: none"> <li>1 new energy transition project</li> <li>2 new renewable energy projects</li> <li>0 projects with oil/diesel/coal as primary source of energy</li> </ul>	<ul style="list-style-type: none"> <li>2 new energy transition projects</li> <li>3 new renewable energy projects</li> <li>0 projects with oil/diesel/coal as primary source of energy</li> </ul>
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	Creating local jobs and ensuring that all our employees have productive, healthy, and safe work conditions.	<ul style="list-style-type: none"> <li>Upholding our zero fatality record</li> <li>Staff engagement survey: none</li> <li>1,500 jobs created*</li> <li>90% of nationals employed *</li> <li>0.7% of women-led businesses as local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Upholding our zero fatality record</li> <li>staff engagement survey done</li> <li>1,600 jobs created*</li> <li>90% of nationals employed*</li> <li>2% of women-led businesses as local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Upholding our zero fatality record</li> <li>85% rating to our staff engagement survey</li> <li>1,800 jobs created*</li> <li>90% of nationals employed *</li> <li>5% of women-led businesses as local suppliers</li> </ul>
 <p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	Contributing to an inclusive and sustainable industrialization in emerging countries of Africa, by supporting our C&I customers in their "just" energy transition (energy security, affordability, sustainability and inclusion).	<ul style="list-style-type: none"> <li>915 MW of installed power</li> </ul>	<ul style="list-style-type: none"> <li>1.1 GW of installed power</li> <li>2 energy development projects</li> </ul>	<ul style="list-style-type: none"> <li>1.3 GW of installed power</li> <li>3 energy development projects</li> </ul>
 <p><b>13</b> CLIMATE ACTION</p>	Enabling better energy efficiency and reduction of carbon emissions through provision of innovative energy solutions.	<ul style="list-style-type: none"> <li>No measure of carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Measurement of our Scope 1 and Scope 2 carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of 10% of our Scope 1 and Scope 2 carbon emissions</li> <li>Measurement of our Scope 3 carbon emissions</li> </ul>

\* In 2023, we achieved 100% women interns with a total of 3 interns. For 2024, our target is 50%, acknowledging that this percentage will vary based on the total number of interns.

\*\* Including CSI Energy Group subcontractors





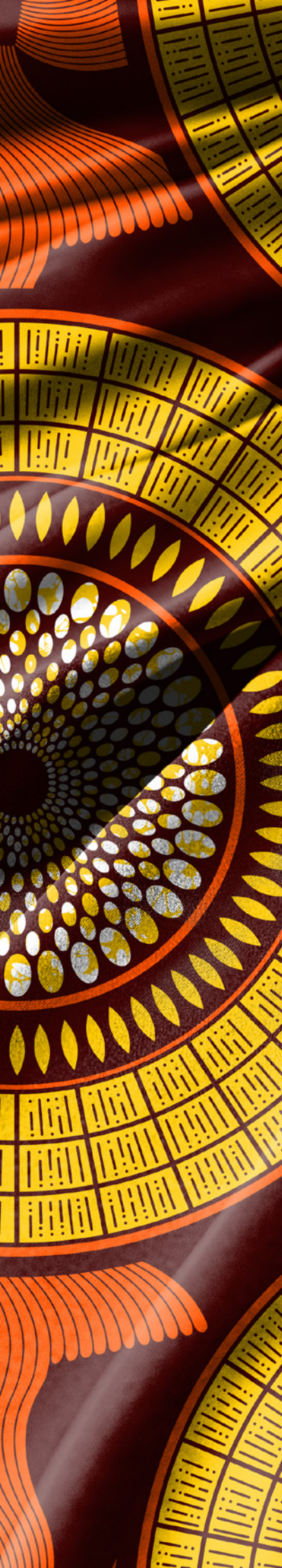
# THE FOUNDATIONAL STITCH: **MEASURING OUR IMPACT THROUGH THE KINYEREZI 1 EXTENSION PROJECT**

As we present our inaugural ESG report, it's important to highlight that 2023 was a transformative year for CSI Energy Group. This year, we embarked on a journey of meticulous impact measurement, beginning with one of our major projects in the portfolio – the Kinyerezi 1 Extension. The data and insights presented in this report, unless otherwise specified, primarily derive from our experiences and measurements at the Kinyerezi 1 project.

This initiative is a significant step in our strategy, setting a precedent for the incorporation of detailed impact assessments into all new projects we undertake. Our commitment to such rigorous analysis is a testament to our dedication to sustainable practices and responsible growth.







The Kinyerezi Power Plant is a natural gas-fired power plant located in Dar es Salaam, Tanzania. CSI Energy Group scope of work included the supply, installation, testing and commissioning of a 185 MW open cycle gas turbine (OCGT) power plant extension.



The plants, Kinyerezi 1 and Kinyerezi 2 have a total installed capacity of **575 megawatts (MW)**.



The plant's output accounts for about **20%** of Tanzania's total electricity generation capacity.

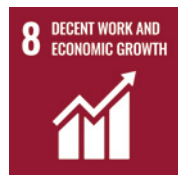


The Kinyerezi power plant plays a crucial role in meeting Tanzania's increasing demand for electricity, particularly in the Dar es Salaam region. It helps to reduce dependence on expensive and environmentally unfriendly diesel generators.



The plant's operation has helped to **reduce Tanzania's reliance** on hydropower and to improve the country's energy security.

### Contribution to SDGs:







***ENVIRON  
MENTAL***





# ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT

At CSI Energy Group, we firmly believe that managing environmental and social risks is not only our corporate responsibility but also a strategic imperative that drives our business success. In line with our Environmental, Social, and Governance (ESG) Policy, our ESRM approach is built upon internationally recognized standards and tailored strategies to mitigate risks associated with our operations.



## ISO Certifications and Standards Compliance

This year, following thorough evaluation, we have maintained our ISO certifications, evidencing our adherence to global standards. This includes ISO 9001:2015 for Quality Management, ISO 14001:2015 for Environmental Management, and ISO 45001:2018 for Occupational Health and Safety Management. These certifications are not just accolades; they represent our dedication to continuous improvement and excellence in all aspects of our operations.

- **ISO 9001:2015** (Quality Management): Ensures our services consistently meet customer and regulatory requirements, minimizing quality-related risks.
- **ISO 14001:2015** (Environmental Management): Directs our efforts in minimizing environmental impact, managing risks related to waste, emissions, and resource use.
- **ISO 45001:2018** (Occupational Health and Safety Management): Guides us in creating safer work conditions, effectively managing health and safety risks at the workplace.



ISO 9001 : 2015

ISO 14001 : 2015

ISO 45001 : 2018



## Environmental Responsibility

Our risk management strategies are designed to support a “just” energy transition, focusing on increasing the share of cleaner and renewable energy sources. We actively work to:

- Reduce carbon emissions through a robust carbon management strategy, addressing the risks associated with climate change while taking into account the specificities and context of each region of Africa.
- Promote circular economy principles, mitigating the risks of resource scarcity and environmental degradation.

We recognize the critical role of the mining and extraction sector in Africa’s economic landscape. As part of our commitment to a just energy transition, we are actively collaborating with these industries to educate and support their shift towards more sustainable energy practices. Our efforts aim to ensure that the energy transition in these sectors is not only environmentally responsible but also economically viable and socially inclusive.





## Social Responsibility

Social risks are managed by fostering an inclusive and supportive workplace and actively contributing to community development. We:

- Empower diverse groups within and beyond our workforce, mitigating risks of social inequality.
- Uphold safety and health as non-negotiable priorities, ensuring comprehensive risk management regarding occupational hazards.
- Continuously support our people with education, training and upskilling, thus mitigating the risk of skill obsolescence.
- Always manage good relationships with the communities surrounding our projects, embracing their feedback, providing employment to nationals, and making sure all projects are run in a way that is respectful of the land and of its people, avoiding risks of community resistance or opposition.
- Implement specific community development projects such as infrastructure improvements, educational programs, and sustainable economic development initiatives, thereby reinforcing our commitment to the well-being and prosperity of the communities we serve.



## Governance and Ethical Conduct

Governance risks are mitigated through the enforcement of strict ethical standards and transparent business practices. Our governance model includes:

- Impartial and strategic oversight by our Board of Directors and sub-committees of the Board (Audit & Risk Committee, Investment Committee), minimizing risks related to corporate governance.
- Rigorous compliance with laws and regulations, safeguarding against legal and regulatory risks.
- Strong whistleblowing mechanism allowing anyone within the group to report any breach in policy anonymously to our Independent Directors.
- Robust set of Policies (AML/CFT, Anti-corruption, Code of Ethics, ESG, Health & Safety, Project Policy, Investment Policy etc) providing a clear framework to manage risks in the day to day of our people.



## Continuous Engagement and Improvement

Our risk management framework is dynamic, involving regular stakeholder engagement to refine our ESRM strategies. We:

- Seek stakeholder input to identify and assess risks, ensuring our management practices are responsive and comprehensive.
- Utilize our ISO certifications as benchmarks for continual improvement, ensuring that our risk management efforts are progressive and proactive.

In upholding our ESG commitments, we are dedicated to managing environmental, governance and social risks with vigilance and foresight, ensuring the sustainability and integrity of our operations. We recognize that robust risk management is pivotal to our goal of making a positive impact on society and the environment, and we are committed to continuous improvement in every aspect of our business.

# MANAGING OUR FOOTPRINT

Aligned with our materiality assessment, CSI Energy Group prioritizes the management of our operational impact. We are committed to implementing footprint reduction initiatives across greenhouse gas (GHG) emissions, waste, and water use to reduce our environmental impact. Our actions encompass a range of measures, from recycling materials to mitigating waste in our offices.



## Projected Footprint Monitoring

While we have not conducted emissions monitoring for the year 2023, we are laying the groundwork for comprehensive measurement and disclosure starting in 2024. This will involve:

- **Preparation for measurement:** We are developing a robust methodology in line with international standards to measure our GHG emissions, waste, and water use.
- **Strategy for disclosure:** Upon completion of our 2024 footprint assessment, we will transparently disclose our operational impacts and progress in our subsequent ESG reports.
- **Baseline for future initiatives:** The data obtained in 2024 will establish a new baseline that will guide our reduction targets and help track the effectiveness of our sustainability initiatives.
- **ESG data dashboard:** To further enhance our monitoring and reporting capabilities, we are developing an impact and ESG data dashboard. This tool will provide real-time insights and analytics, enabling us to make informed decisions and continuously improve our ESG performance.



## Reducing Our Footprint

At CSI Energy Group, specifically at our flagship project Kinyerezi 1 Extension Power Plant in Tanzania, our commitment to environmental stewardship is exemplified by our proactive measures to manage water and energy consumption, reduce waste, and encourage responsible use of resources.



## Encouraging Reuse Among Our Workforce

**+80 glass water bottles\***  
dispatched

As a testament to our commitment to sustainability, we have distributed glass bottles to employees across the Group to discourage the use of single-use plastics. This initiative promotes the reuse of resources and supports our goal to minimize waste. By providing sustainable alternatives, we foster an environmentally conscious culture within our workforce.

We will continue to seek innovative ways to preserve our planet's resources while maintaining the highest standards of operational excellence.

\*to office-based employees only

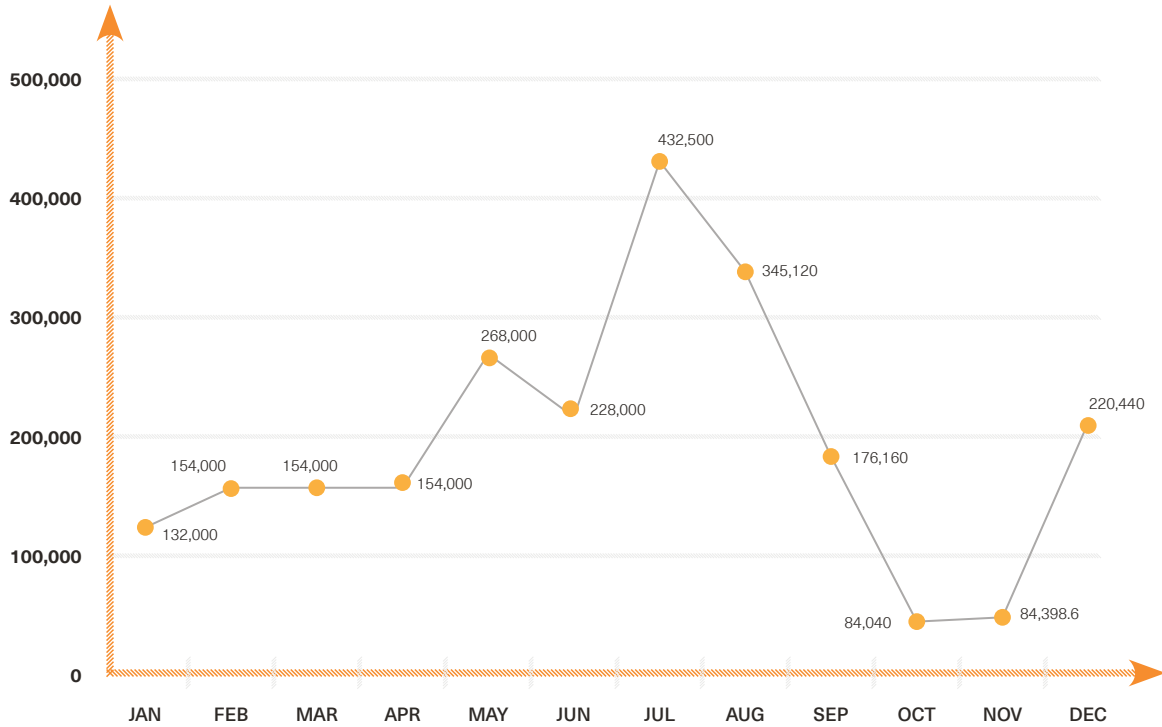




## Water Conservation Efforts

Our operational strategy includes precise measurements of water consumption on site. By monitoring both raw water intake from chillers and municipal supply, we identify opportunities to enhance water efficiency. This level of detail supports our goal of decreasing water usage without compromising operational efficiency.

### Water Consumption (LITRES)



## Waste Management and Recycling Initiatives

**53 tonnes**  
of waste segregated

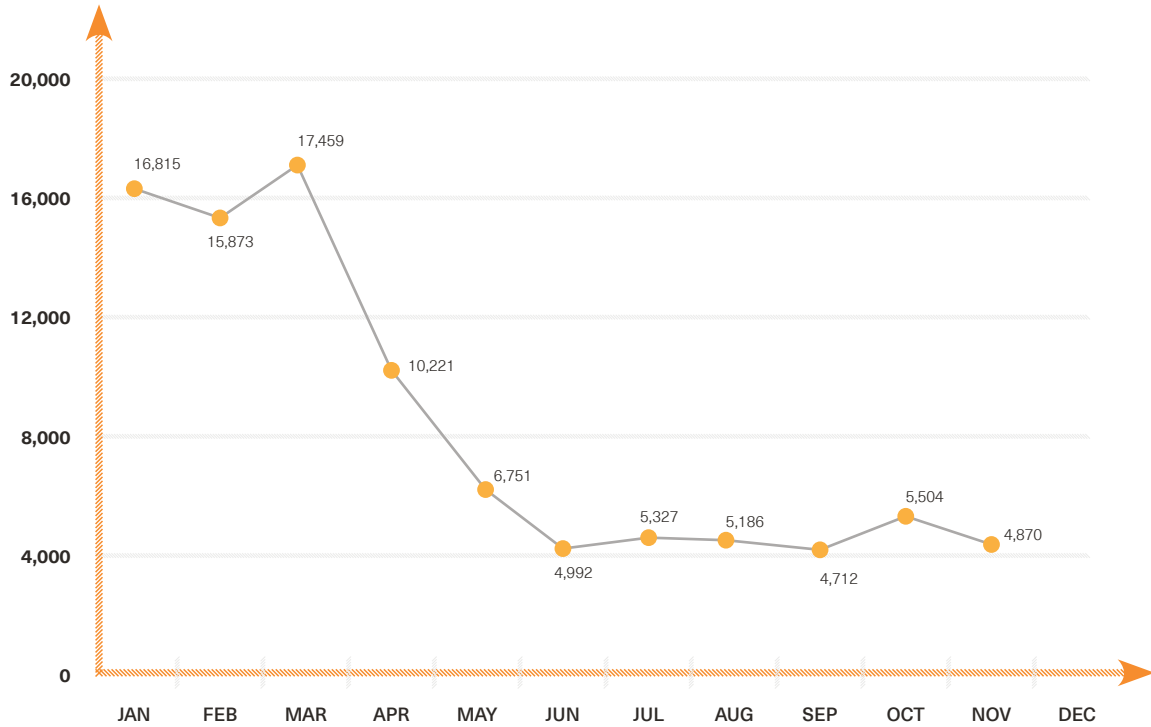
Waste segregation is an integral part of our waste management strategy. By separating recyclables from non-recyclable waste, we not only increase the efficiency of recycling processes but also contribute to the reduction of landfill use. This initiative reflects our commitment to responsible waste management and supports our broader environmental objectives.



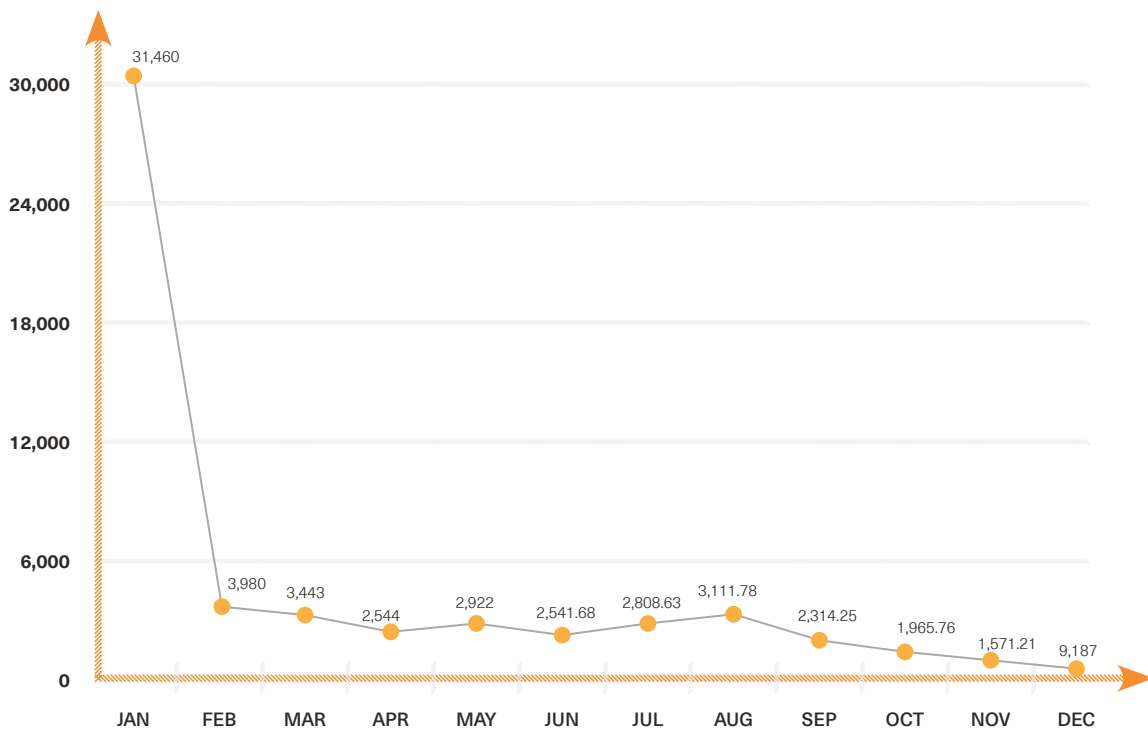
## Energy Consumption and Emission Reduction

We are proud to report a decreasing trend in our petrol and diesel consumption for the year 2023, reflecting our ongoing efforts to optimize fuel use on site. Similarly, we are seeing a reduction in electric consumption due to targeted initiatives to increase our energy efficiency. These efforts align with our broader strategy to reduce our carbon footprint and contribute to a cleaner, more sustainable environment.

### Electric Consumption (Non-Renewables) (KwH)



### Petrol / Diesel Consumption (LITRES)







**SOCIAL**



# THE HUMAN THREADS – OUR EMPLOYEES – ARE VITAL.

In 2023, we celebrated a workforce from over ten nations, each bringing unique perspectives that enrich our corporate culture and drive innovation. Our commitment to gender equality saw progress, with women comprising 25% of our workforce and 33% of our executive committee. We aim to stitch a more balanced representation, targeting a substantial increase in women's leadership roles in the coming years. These figures are not mere numbers; they represent the living fabric of our diverse and inclusive community, vital for our growth and success.



Kenya



Tanzania



Mauritius



United Kingdom



Ghana



Pakistan



Nigeria



Iceland



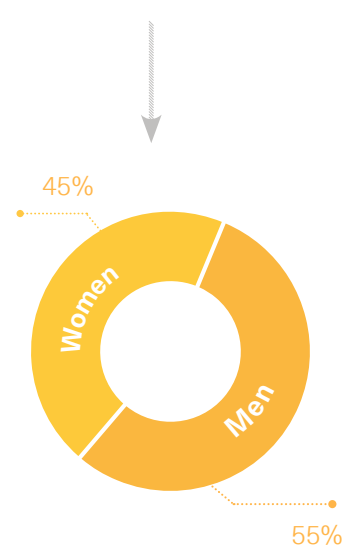
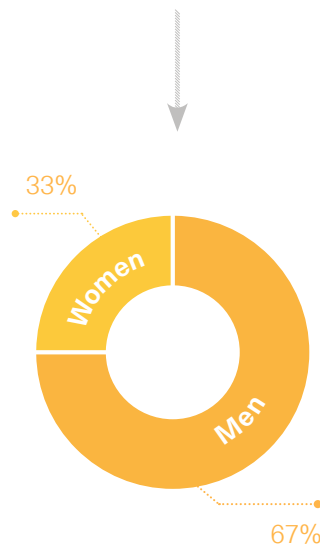
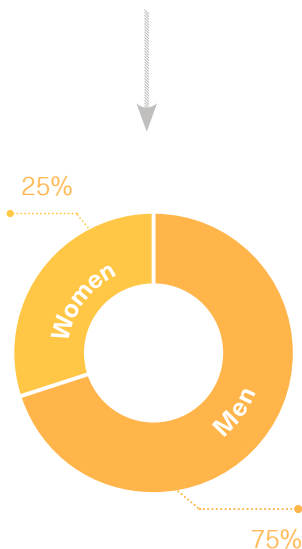
**+140**  
Employees



**3** Exco  
Members



**11** Leadership  
Team Members







## Growth

**+10**

internal promotions

Our Human Resources function undertook a robust review of our internal capabilities, leading to a focused consolidation of our team. This process entailed identifying and nurturing internal talent, culminating in a significant increase in internal promotions and fostering an environment that champions personal growth and career advancement. This strategic internal development ensures that our commitment to our employees' career trajectories is as strong as our dedication to social responsibility and organizational excellence.



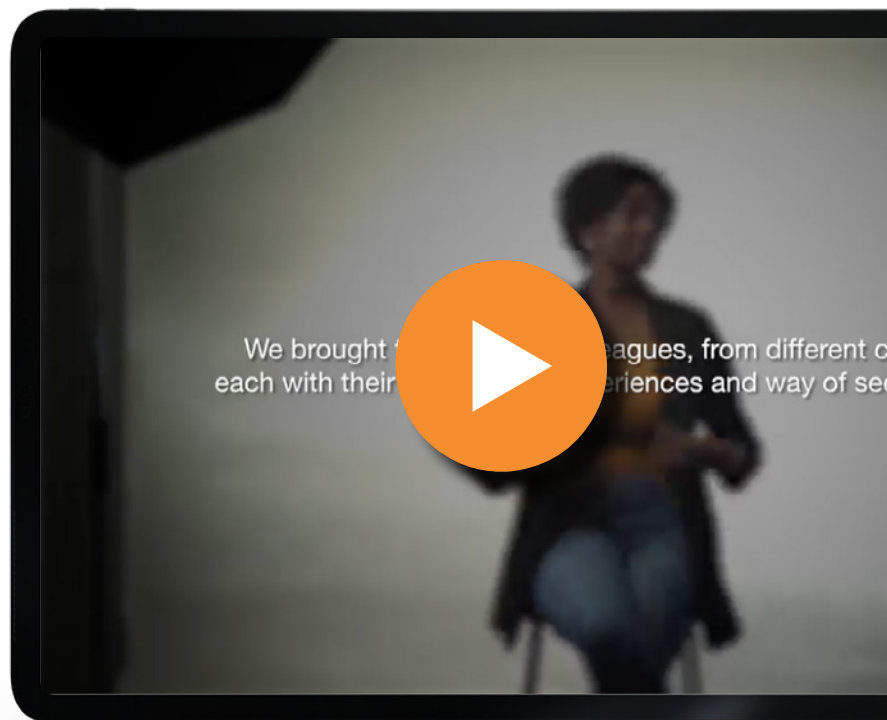
## Gender inclusivity and empowerment

# perspectives

Amplifying voices of women in energy.

This year was marked by ground-breaking strides in gender inclusivity and empowerment. We proudly launched 'Perspectives', a gender forum that offers a platform for sharing and valuing the diverse viewpoints within our company, particularly the varied experiences and insights of men and women.

*Hear more about Perspectives*



In tandem with 'Perspectives', we hosted the 'I Am Remarkable' workshop, initially inspired by Google's initiative and now part of Rmrkblty's vision to encourage women to celebrate their personal and professional achievements. Facilitated by a renowned expert the workshop was a resounding success, creating a space for the women of CSI Energy Group across Africa to share and take pride in their accomplishments. This initiative is a testament to our commitment to nurturing an environment where every achievement, big or small, is acknowledged and honored.



## Diversity and Inclusion

Our company's ethos is deeply rooted in our Diversity & Fairness and Human Capital policies, which guide our commitment to creating an inclusive workplace. We proudly foster a diverse workforce, including hearing-impaired individuals. We ensure that these employees are fully integrated into our operations, performing their roles effectively and safely.

In our dedication to inclusivity, we have implemented specialized toolbox talks that include sign language education, enabling seamless communication and enhancing team cohesion. This initiative not only empowers our staff with new skills but also strengthens our collective understanding and respect for diversity. These measures reflect our proactive approach to building a workforce that values everyone's contribution, irrespective of their abilities.

*Building on this success, we are actively exploring opportunities to extend employment to more individuals with disabilities.*

*Our goal is to leverage the proven success of our inclusive practices to welcome more diverse talents into our workforce.*







## Defining our culture

Our ESG journey is as much about fostering inclusive growth and sustainable practices as it is about cultivating a culture that resonates with our core values. Throughout this year, we've held workshops across diverse geographies, from Mauritius to Tanzania, to engage with our teams and weave a cohesive cultural narrative. This narrative is ingrained in our daily operations, influencing how we make decisions, collaborate, and create impact. These cultural definitions are a testament to our commitment to the 'Social' aspect of ESG, ensuring that our workplace reflects the diversity, inclusivity, and dynamism that are central to our identity and success.

 <p><b>Learning &amp; Agility</b></p> <p>We develop a passion for learning, unlearning, and re-learning – so we never cease to bloom. At <i>CSI Energy Group</i>, we share ideas, build new skills, master flexibility, and welcome change.</p>  <p><b>MOVE FAST WITH INTENTION</b></p>	 <p><b>Commitment &amp; Accountability</b></p> <p>Our success is a result of what we do and the energy we invest in our work. A sense of ownership and responsibility is the most powerful weapon our team can have at <i>CSI Energy Group</i>.</p>  <p><b>OWN IT</b></p>	 <p><b>Diversity, Equity &amp; Inclusion</b></p> <p>We share our similarities and celebrate our differences at <i>CSI Energy Group</i>. We favour the art of thinking independently, together. Come as you are.</p> <p><b>DIFFERENT BUT EQUAL</b></p> 	 <p><b>Safety</b></p> <p>We never give safety a day off. We enjoy the journey while we strive for wellness. At <i>CSI Energy Group</i>, we are our best selves.</p> <p><b>SAFETY HEROES</b></p> 
 <p><b>Focus &amp; Effectiveness</b></p> <p>At <i>CSI Energy Group</i>, we keep track of our vision and strategic moves – this shapes our decision-making. Our productivity is defined by our intentions, actions, and ability to forecast.</p>  <p><b>WORK SMART</b></p>	 <p><b>Teamwork</b></p> <p>Great things are accomplished collectively with our team players, customers, and strategic partners at <i>CSI Energy Group</i>. Keeping together is progress. Working together is success.</p> <p><b>WE GROW TOGETHER</b></p> 	 <p><b>Positivity</b></p> <p>We bring our pocketful of sunshine! We laugh, share, experience together while staying professional. We take it easy at <i>CSI Energy Group</i>.</p>  <p><b>GOOD VIBES</b></p>	 <p><b>Respect</b></p> <p>At <i>CSI Energy Group</i>, respect is for us the first step towards creating a healthy work environment that fosters evolution, growth, productivity, and triumph.</p>  <p><b>BE GOOD DO GOOD</b></p>



**545**  
jobs created



**85**  
women



**83**  
community  
members

Reflecting on the employment impact of the Kinyerezi 1 Extension Project, our initiative has significantly contributed to the local economy and community empowerment. We created 545 job opportunities, with a notable inclusion of 85 women, enhancing gender diversity. The local community has directly benefited, with 83 community members gaining employment through the project.



**26**  
internships  
opportunities



**9**  
interns  
employed

Furthermore, our engagement extended beyond job creation; 26 interns received practical training, reinforcing our commitment to nurturing local talent. Post-training, we retained 9 interns, demonstrating our investment in their long-term professional growth.



Our corporate social initiatives have reached beyond the immediate project, touching lives in various ways. From supporting local families with basic necessities to providing road safety training and educational resources, we've fostered community development and safety awareness. The collaboration with local food vendors and accommodation facilities has spurred economic activity, providing a broader base of opportunity and benefit.

Through these actions, we demonstrate our dedication to the social upliftment of the communities, not just as an employer, but as a community partner and advocate for local progress.



**1,173,447**  
man hours

Throughout the year, our operations have provided substantial employment opportunities, reflected in over 1.1 million manhours, demonstrating our role as a significant employer in the regions we operate.



**770**  
toolbox talks

Our dedication to preventing incidents is evident in our rigorous schedule of internal audits and toolbox talks, with over 770 sessions held, promoting a safety-first mindset among our workforce.



Examples of Toolbox Talks	Conducted By
Individual quality make the difference	Emmanuel Mboje
Moral value to install our childern	Emmanuel Mboje
Hazard awareness	Jackson Mpalanzi
Safety alert ( El-nino and COVID 19)	Emmanuel Mboje
Emergency management	Emmanuel Mboje
Cooperation at workplace	Christopher Mbosso
Cultural awareness	Mwevi Jumatatu
HSE KPI's	Catherine Charles
Heat stress and noise effect	Boniface Ng'itu
Deaf communication at workplace	Mwevi Jumatatu
Confidence based on health and safety in workplace	Cassian Lihaki
Family conflict contributes workplace accident	Boniface Ng'itu
Proper Communication And respect to all workers	Pastory Stanslaus
General Housekeeping	Boniface Ng'itu



**31**

consecutive days without injury

**Safety Performance:** A cornerstone of our ESG commitment is safety, underscored by achieving up to 31 consecutive days without injury, illustrating the effectiveness of our safety protocols and employee commitment.



**0**

fatality

In our relentless pursuit of a zero-harm environment, we are proud to report zero fatalities this year, a testament to the effectiveness of our safety protocols and preventive measures. Our proactive stance on reporting has led to identifying 422 unsafe conditions, enabling us to mitigate risks before any harm could occur. The occurrence of 58 unsafe acts, while regrettable, provided critical insights that have further strengthened our safety framework.

Detailed investigations were carried out for each of the 44 Health & Safety incidents and 9 environmental incidents reported, with a focus on immediate remediation and future prevention. Our emergency response efficacy was reflected in the rapid and compassionate handling of 7 medical treatments and 2 first aid cases.





***GOVERNANCE***





# GOVERNANCE APPROACH: PROJECT AND INVESTMENT OVERSIGHT

CSI Energy Group is committed to a governance structure that ensures every action taken aligns with our core values, particularly our responsibility towards environmental, social, and governance (ESG) standards. Our governance is designed not only to steer the company towards efficiency and growth but also to affirm our dedication to a sustainable and equitable energy future.



## Role of Board of Directors (Chaired by an independent director)

The Board provides effective leadership in the formulation and delivery of the Group's strategy within a framework of robust risk management and sound internal controls, alongside ensuring adherence by the Company and its subsidiaries to relevant legislations, policies and norms, including sustainability principles.



**Audit & Risk  
Committee**



**Investment  
Committee**

Chaired by Independent Directors



## Role of Exco

Guiding the Group with strategic direction, steering the implementation of our Strategy while balancing opportunities with risk management, presenting reports to the Board, and overseeing the management of Key Personnel within the organization.



**Contracting Operational  
Risks Committee**



**Project Sign Off  
Committee**



## Role of Management Executives

Management Executives are responsible for strategy execution and the day-to-day running of the business, with well-defined accountabilities as endorsed by the Board. They regularly report to the EXCO on the operational and financial performance of the Group.





## Project Sign Off Committee: Ensuring Just Energy Transitions

With the establishment of our Project Sign Off Committee, we have embedded our ESG commitments into the very fabric of our decision-making process. This committee has been tasked with a critical role: to evaluate and approve new projects based on their consistency with our mission to foster a “just” energy transition. This means that each project must not only be commercially viable but also must positively contribute to our sustainability goals and ESG commitments.



## Investment Decisions: Aligning with ESG Goals

In our pursuit of a cleaner energy landscape, we have taken decisive steps to withdraw from investments that are in conflict with our ESG framework. This particularly includes projects focused on “hard” fossil fuels such as oil, diesel, and coal. An example of this strategic shift is seen in CSI Energy Group subsidiary in Rwanda, moving away from renting diesel generators. This transition underscores our commitment to not only adhere to but also set new standards for responsible investment within the energy sector.

To further strengthen our commitment, our Investment Committee is developing an ESG Scorecard based on data, where each investment is evaluated against our ESG criteria. This quantitative and set process ensures that all new investments pass our stringent ESG standards, reinforcing our dedication to sustainable and responsible investment practices.

We recognize natural gas as a comparatively cleaner energy source, crucial for the energy security and affordability in various African regions. Thus, we continue to invest in natural gas projects, aiming to reduce imports and bolster local energy resilience.



## Independent Investment Committee: A Forward-Looking Directive

Starting in 2024, our governance will be further strengthened by the formation of an Independent Investment Committee. This committee will have the authority to assess new investments not just on their financial merits but also on their alignment with our purpose and ESG principles. This future-focused approach reaffirms our commitment to making investment decisions that contribute to a fair and sustainable energy transition.

As we progress, we will continue to refine our processes to meet the dynamic challenges of the energy sector, ensuring that our growth is both responsible and aligned with the greater good of the communities we serve.





## Meaningful Stakeholder Engagement

Our approach to stakeholder engagement is rooted in the understanding that our long-term success is intertwined with the expectations and needs of those we serve and interact with. Our sustainability materiality matrix informs our priorities and drives our engagement strategy, ensuring a balanced consideration of stakeholder concerns and business impact.



### Local Communities

We recognize the critical importance of engaging with local communities. Our approach involves:

<b>Current:</b>	<ul style="list-style-type: none"><li>• We engage in active listening and two-way communication with our stakeholders, ensuring their voices are heard and considered in our decision-making processes.</li><li>• Our approach includes direct engagement with local communities, where we hold regular meetings and participatory assessments to understand and address their concerns.</li></ul>
<b>Future:</b>	<ul style="list-style-type: none"><li>• We will enhance our stakeholder engagement through innovative platforms and tools that allow for broader and more inclusive participation, particularly from those in remote areas.</li><li>• Developing a dedicated section on our corporate website to share updates and progress on local community initiatives, ensuring transparency and ongoing dialogue.</li></ul>



### Investors

We maintain a robust dialogue with our investors through a variety of channels. These include:

<b>Current:</b>	<ul style="list-style-type: none"><li>• Facilitating in-depth discussions via in-person and virtual 1-on-1 meetings.</li></ul>
<b>Future:</b>	<ul style="list-style-type: none"><li>• Keeping our investors informed through our dedicated Investor Relations website and timely press releases.</li></ul>





## Customers

Our customers drive our innovation and focus on sustainability:

<b>Current:</b>	<ul style="list-style-type: none"><li>• Engaging directly with our business development team to understand customer needs and expectations.</li><li>• Developing case studies, and spotlight pieces to showcase our ESG journey and share best practices.</li><li>• Engaging customers through direct marketing, trade shows, and webinars to discuss our ESG initiatives.</li><li>• Utilizing social media platforms to reach a broader audience and engage in real-time conversations about sustainability.</li></ul>
<b>Future:</b>	<ul style="list-style-type: none"><li>• Conducting supply chain surveys to ensure our partners align with our ESG values.</li></ul>



## Employees

Our employees are our greatest asset, and their insights are vital to our ESG journey

<b>Current:</b>	<ul style="list-style-type: none"><li>• Distributing “Flash News” emails to announce important ESG communication and updates.</li><li>• Hosting quarterly Town Hall meetings to discuss ESG progress and gather feedback.</li><li>• Encouraging employees to contribute to our ESG journey through a dedicated email platform for sustainability suggestions.</li><li>• Reinforcing our commitment to ethical conduct through our code of conduct.</li></ul>
<b>Future:</b>	<ul style="list-style-type: none"><li>• Implementing engagement surveys to measure employee sentiment and gather suggestions on sustainability practices.</li></ul>



## Suppliers

We believe in creating a sustainable supply chain through collaborative efforts:

<b>Current:</b>	<ul style="list-style-type: none"><li>• Participating in trade shows to discuss industry-wide ESG trends and developments.</li><li>• Utilizing trade media to communicate our ESG expectations and achievements.</li></ul>
<b>Future:</b>	<ul style="list-style-type: none"><li>• Engaging directly with our operations team to assess and improve ESG practices within the supply chain.</li><li>• Conducting thorough supply chain audits to ensure compliance with our ESG standards.</li></ul>

We commit to continually assessing the evolving ESG landscape and adjusting our priorities and engagement strategies accordingly. This ongoing dialogue ensures that we remain attuned to the interests of our stakeholders and proactive in our ESG journey.





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