



SUSTAINABILITY REPORT 2020/2021



We are united in our commitment to achieving the highest international standards in environmental, social and governance matters.

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MESSAGE FROM THE CEO

We seek a better world. Our efforts to unleash clean energy where it is most needed also offer a myriad of opportunities to sustainably serve impoverished communities, protect the environment, uplift women and children, provide incomes, and treat local communities and workers with dignity and fairness.

We solve difficult problems. As an independent power producer, it is an essential part of what we do. Despite the extraordinary challenges that the world has seen over the past two years, JCM has significantly matured during the same period. In this report, we showcase this development.

We learn. Reflecting on both the successes and the setbacks of the past two years is essential – it allows us to pause and celebrate victories both large and small. It gives us the information we need in order to scale what has worked well over the period.

At the same time, it helps us to identify future pitfalls to avoid, and areas in which to improve.

We sustain. JCM seeks to strategically ingrain sustainability in the core of its business. This is achieved not only through the implementation of systems and processes, but also through fostering a culture of sustainability in our day-to-day operations. Although we have always been committed to sustainability, in this report we now have a track record that we can speak to more confidently.

We are grateful. We want to use the pages that follow as an opportunity to thank and appreciate the individuals and the organisations that have enabled the positive outcomes highlighted in it. We hope that they feel as proud of the collective progress that we have made as we do.

JCM remains committed to long-term partnerships that will ultimately enable us to drive meaningful change for the environment, our communities, and society more broadly.

We are in this together. We cannot operate in isolation – nor would we want to. The relentless pursuit of strong partnerships and relationships with all stakeholders, in conjunction with the strategic implementation of key sustainability objectives, enables JCM to transform aspirational targets into tangible and measurable financial, social, and environmental impacts. Though partnerships are a cornerstone of what we do, we recognise that the COVID-19 pandemic has made it exceptionally difficult for various stakeholders to get to sites and to experience first-hand what JCM has accomplished. This report brings people who care about JCM closer to our operational realities and our sustainability heartbeat.



Christian Wray, CEO



JCM is proud to share the progress we have made in our sustainability practices since the previous reporting period, from having conceptualised our desired approach to sustainability, to having a strong and compelling evidence base demonstrating how this is being operationalised. We are committed to providing positive change to the people and surrounding communities where we operate, to support the projects, and to catalyse positive and lasting change. Through establishing healthy systems, we can achieve long-run success.

Christian Wray, CEO, JCM



MESSAGE FROM THE ESG DIRECTOR

Our inaugural 2019 Sustainability Report set the tone for our sustainability journey.

The report had a strong focus on the foundations that had already been built.

Since then, JCM has matured significantly in its approach to sustainability. We have used the past two years to consolidate our capabilities and risk management systems so as to ensure that our systems are fit for purpose and are being implemented effectively.

Our confidence in pursuing our sustainability objectives has grown. It has been affirming to observe the traction that we continue to gain. Nevertheless, it is important to adapt along the way. Applying our hands-on approach, we have acted rapidly and decisively to ameliorate unforeseen circumstances, while at the same time

implementing mechanisms to prevent similar risks from materialising in the future. For example, at our projects in Malawi, we appointed a Gender Inclusion Specialist who is supporting JCM as we focus on preventing and responding to Gender Based Violence and Harassment (GBVH), both in the community and in the workplace.

We plan to embed, even more deeply, a culture of sustainability at our sites in both the construction and operational phases, by supporting and empowering our teams to be champions for sustainability in their own areas of influence.

We continue to widen the range of stakeholders with which we partner in order to achieve shared objectives. Notably, JCM, in partnership with InfraCo Africa, developed Salima Solar in Malawi in what has been named the Utility-Scale Solar Project of the Year by the Africa Solar Industry Association in 2021.

We have meaningfully expanded our ability to achieve impact. This has been done by deepening our impact through more effective integration of impact into our operations, and by broadening our reach of impact through expanding our business operations.

This report makes transparent our sustainability performance and the practical application of our sustainability priorities over the past two years. It cultivates

a deeper understanding of sustainability for all our internal stakeholders. JCM is proud of the progress we have made to date, yet is excited to further improve and grow in our sustainability practices. We remain committed to go beyond what is required of us in a way that ensures we create maximum value for the people with whom we work, and the environment in which we operate.



JCM is not merely having an impact through constructing and operating renewable energy plants. We have pushed the boundaries beyond this as we aspire to integrate operational and philanthropic actions in a manner that manages risks and amplifies impact.



Alan Cochran,
ESG Director, JCM

Alan Cochran, ESG Director, JCM



Pushing the Boundaries on Sustainability

In the reporting period (2020/2021) JCM has gone from owning a minority stake in the 50MW Hawa wind farm to owning the controlling stake in Hawa, and JPL (2x50MW wind), Salima (60MW solar), and Golomoti (20MW solar). This represents the dawn of a new era for JCM in which we have assets that we own and control, and plan to do so for the long term. This means we now have the freedom to implement innovative initiatives that look to maximise the opportunities that our sites present us with. For instance, on our solar sites there is an ongoing vegetation maintenance requirement, particularly between and underneath the solar panels.

There are various ways of dealing with this operational requirement: we could purchase a ride-on lawn mower and employ one person to operate the mower during the growing season; or we could employ 10-15 workers from the local community to do seasonal slashing of vegetation; or we could look at

ways of turning this operational requirement, and ongoing cost, into a community income generating activity (IGA) using sheep farming.

JCM has just launched a pilot project at its solar plants in Malawi introducing sheep to the plant as a means for vegetation control. The project will first aim to establish the herd of sheep on the sites, employing local herdsmen and women.

Over time the aim is for JCM to work with the local community to shift the ownership and management of the sheep to the community. Ultimately, the intention is for the community to own the sheep, and for JCM to provide the grazing pastures. In doing so we are not only reducing operating costs associated with vegetation management, but also creating a sustainable income for members of the community.

ABOUT THIS REPORT

This is the Sustainability Report for JCM Power

The report covers the period 01 January 2020 to 31 December 2021.

By building upon the 2019 report, which provided an overview of our sustainability journey until that point, it demonstrates both quantitatively and qualitatively how JCM has since matured in its sustainability practices.

The 2020/2021 report speaks to our sustainability journey over the last two years, while capturing ambitions for continued strong performance on the sustainability front going forward.

SCOPE & BOUNDARY OF THIS REPORT

The content of this report covers the corporate functions of JCM Power (referred to as Corporate), as well as the construction and operations functions of JCM (collectively referred to as projects).*

*The data used in this report has not been externally assured

CURRENT PROJECTS

The following projects are covered in this report:

Project	Country	2020	2021	Status
Salima Solar	Malawi	Construction	Construction to Operational	Operational since October 2021.
Golomoti Solar & BESS	Malawi	Construction	Construction	Operational since March 2022
Hawa Wind	Pakistan	Operational	Operational	In 2021, JCM increased its ownership to 51%.
Jhimpir Power (JPL) Wind	Pakistan	Not yet acquired by JCM	Operational	Controlling interest in JPL acquired in January 2021.



PROJECTS TIMELINE



Construction █
Operational █



REPORTING FRAMEWORK

This report is built on JCM's five pillars of sustainability, which form the foundation of its integration of sustainability into the strategy and operations of the business.

The reporting framework is underpinned by The Global Reporting Initiative (GRI) Standards. A comprehensive GRI content index can be found as an appendix to this report. Additionally, JCM has aligned its sustainability approach to the United Nations Sustainable Development Goals (SDGs).

We welcome any engagement on the approach to and contents of this report. Contact details for this purpose can be found at the end of the report

2020/2021 REPORTING SUITE

The Sustainability Report complements the Annual Report, which provides a more detailed understanding of the financial aspects of our business.

This report, as well as various appendices, other supporting documents, and compliance information not included in this report can be accessed online: www.jcmpower.ca



LOOKING FORWARD

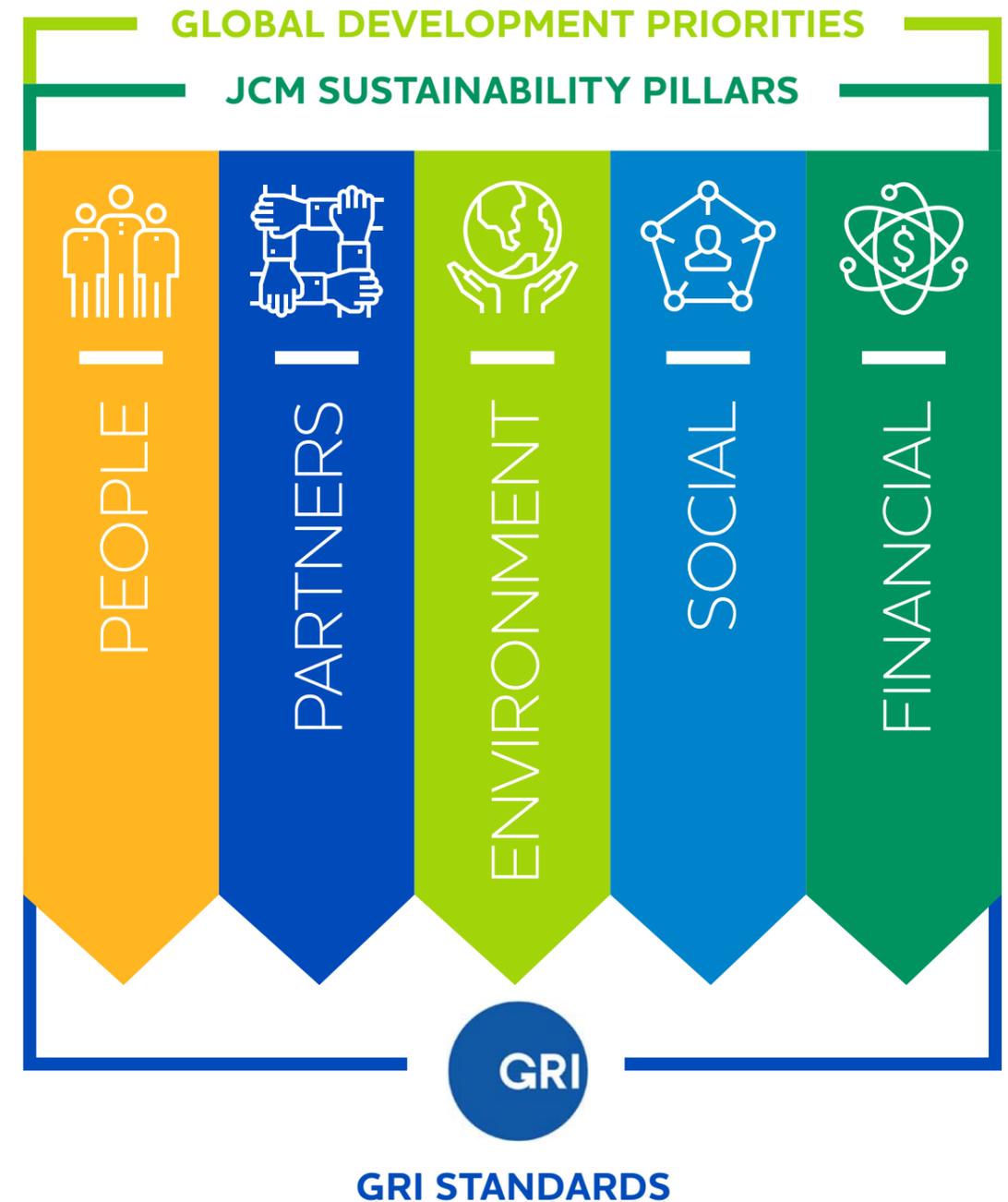
The 2020/2021 report speaks to our sustainability journey over the last two years, while capturing ambitions for continued strong performance on the sustainability front going forward. Our commitment to sustainability is embedded in the business' core strategy. Our intention is to enable increased energy generation in a way that ensures access to power by future generations will not be hindered.

While remaining committed to sustainability, JCM is always mindful of risks and circumstances beyond our control which may hamper our ability to fulfill some of our future aspirations. Although we do our best to remain abreast of these, and to manage and mitigate them to the greatest possible extent, any statements relating to the future should be read with this context in mind.

While remaining committed to sustainability, JCM is always mindful of risks and circumstances beyond our control which may hamper our ability to fulfill some of our future aspirations.

REPORTING FRAMEWORK

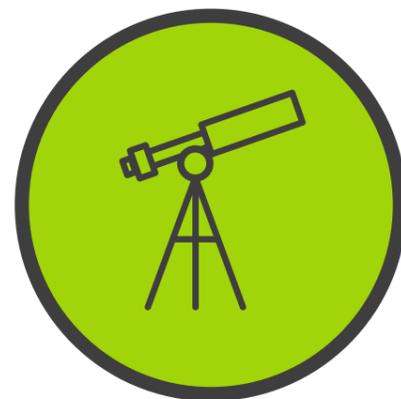
Global Development Priorities:
UN Sustainable Development Goals



OUR VISION, MISSION AND CORE VALUES

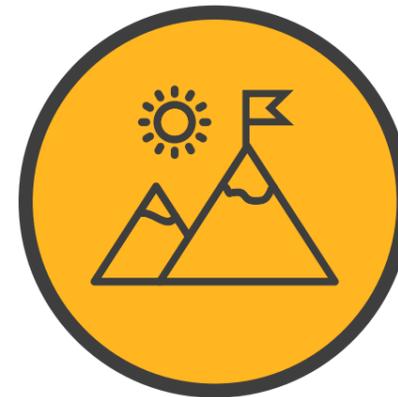
JCM remains committed to its vision, mission and core values.

These form the foundation of the business and operations both at the Corporate and project level.



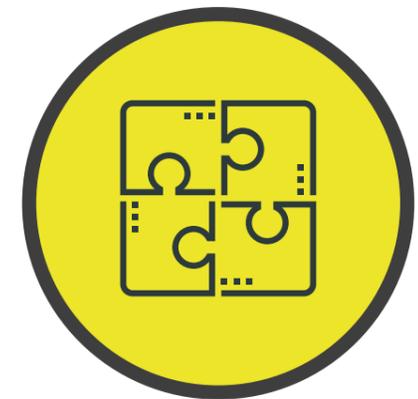
VISION

Advancing the clean energy age



MISSION

Our mission is to accelerate social, economic and environmental sustainability in growth markets through the development of renewable energy



CORE VALUES

JCM's five core pillars of sustainability, including people, partners, environment, social and financial, form the foundation that enables JCM to strategically embed sustainability. This is achieved through continuous learning, identifying and seizing opportunities, providing open and honest communication and acting like owners for each endeavour we pursue.

We believe in collaborative teamwork, take pride in execution, have the courage to do the right thing and we love what we can accomplish through building and maintaining robust and resilient relationships.

ABOUT JCM

JCM is an independent power producer

JCM is dedicated to accelerating social, economic and environmental sustainability in growth markets through the development, construction and operation of renewable energy facilities.

We establish long-term partnerships with local communities, governments, and financial institutions to build and operate clean energy projects in markets where economies are growing rapidly and electricity is currently scarce, but sun and wind are abundant. JCM's focus is on projects in sub-Saharan Africa and South Asia.

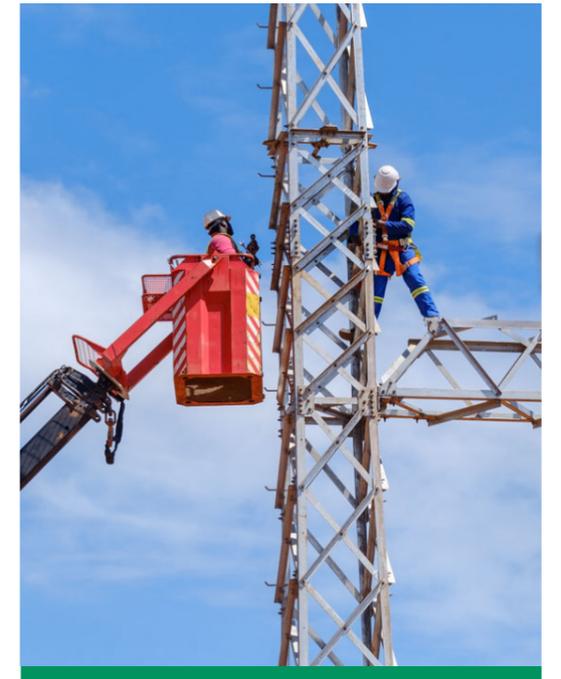
JCM is well-positioned to lead the world's renewable energy transformation. We are energy experts.

Members of our team have built and operated projects around the globe that have produced gigawatts of renewable energy. As engineers, lawyers, accountants and financiers, we are able to manage the risk and complexity of financing and owning infrastructure projects, all the while ensuring an unwavering dedication to the highest ethical, social and environmental standards. Our experience and agility in deployment allow us to help shape the future of renewable energy in growth markets.

WHERE WE OPERATE

JCM is headquartered in Toronto, with regional headquarters in sub-Saharan Africa and Pakistan. Each project is staffed by a local team who contribute their region-specific expertise to lead local permitting, land acquisition, government relations and stakeholder management.

JCM's geographic markets are some of the fastest growing in the world. The economic development of these areas is currently constrained by extremely low electrification rates that will require trillions of dollars in energy infrastructure investment over the next two decades. JCM targets renewable energy projects in select growth markets that combine sovereign support, low electrification rates, high irradiation or wind resources, power contracts fixed to hard currencies, and the backing of the development finance institution (DFI) community.



Our team is made up of world-class energy and emerging markets professionals, including people in our company who have worked for IFC Infrastructure Group (World Bank), Vestas and Recurrent Energy, and thus have considerable experience. Collectively, the JCM team has developed and constructed gigawatts of clean energy infrastructure in growth markets.

JCM GLOBAL PROJECTS

PROJECT:
Salima

TECH:
Solar PV, Single Axis Tracker

CAPACITY:
60MW

DESCRIPTION:
The Salima Solar Project is the first solar IPP and largest IPP in Malawi and is a result of JCM's pioneering activities in the country since 2013.

JCM signed a power purchase agreement (PPA) with the Electricity Supply Corporation of Malawi Limited (ESCOM) and obtained all the permits and Land Agreements, and an Implementation Agreement (IA) with the Government of the Republic of Malawi.

The project entered commercial operation in October 2021.

STATUS:
Operational since October 2021



MALAWI

PROJECT:
Golomoti

TECH:
Solar & BESS (Solar PV, Bifacial Single Axis Tracker + Lithium-ion LFP)

CAPACITY:
20MWac / 28.5MWdc + 5MW/10MWh

DESCRIPTION:
The Golomoti project is Malawi's second solar IPP after JCM's Salima solar project and boasts the first utility-scale grid-connected battery energy storage system in sub-Saharan Africa, having connected to the grid in December 2021.

The 60ha site sits within 105ha of land leased by JCM located to the south of the town of Golomoti, enabling future expansion of the solar and energy storage elements.

JCM signed a PPA with ESCOM and obtained all the permits and Land Agreements, and an IA with the Government of the Republic of Malawi.

The project reached COD in March 2022.

STATUS:
Operational since March 2022

PROJECT:
Hawa

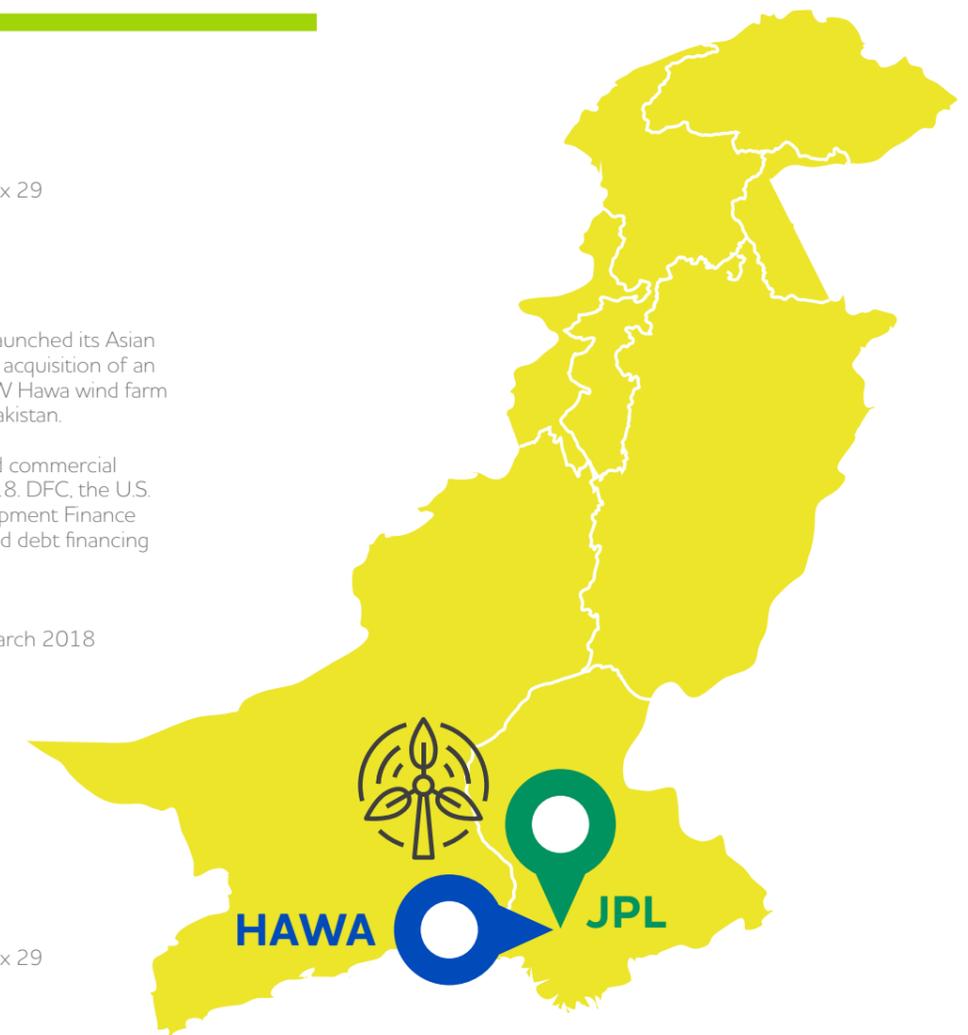
TECH:
Wind / GE 1.7-103 x 29

CAPACITY:
50MW

DESCRIPTION:
In May 2017, JCM launched its Asian platform, through its acquisition of an interest in the 50MW Hawa wind farm located in Jhimpir, Pakistan.

The project achieved commercial operation in Q1 2018. DFC, the U.S. International Development Finance Corporation, provided debt financing for the project.

STATUS:
Operational since March 2018



PROJECT:
JPL

TECH:
Wind / GE 1.7-103 x 29

CAPACITY:
50MW

DESCRIPTION:
Jhimpir Power (Private) Limited (JPL) is a 50MW wind farm located in Jhimpir, Sindh, Pakistan and is the second addition to JCM's Asian platform. JPL was developed by Burj Capital while JCM acquired a controlling stake in January 2021.

The project achieved commercial operations on March 16, 2018. DFC, the U.S. International Development Finance Corporation, has provided debt financing for the project.

STATUS:
Operational since March 2018

PAKISTAN

BUILDING A GLOBAL RENEWABLE IPP

JCM has made significant strides in the past two years in terms of establishing itself as a meaningful player in the renewable energy space. The business has evolved from having a stake in only a single operational IPP in 2019, namely the 50MW Hawa wind farm in Pakistan, to having a controlling interest in three operational IPPs by the end of 2021, and another IPP operational by the end of March 2022. The portfolio now includes Salima, Golomoti, Hawa and JPL.

Having established partnerships in markets that were previously untapped, JCM is well-positioned to further continue building its presence in these regions.

This means that we can continue contributing towards addressing low electrification rates and the socio-economic barriers that this presents, in a climate-friendly and sustainable manner. In addition to having a direct impact through the provision of access to clean energy, the improvement in electrification rates through the provision of sustainable power can be a catalyst for these underdeveloped markets to improve their participation in and contribution to the global economy.



FULLY INTEGRATED RENEWABLE ENERGY IPP



RECOGNITION OF OUR WORK



UTILITY-SCALE SOLAR PROJECT OF THE YEAR

Salima Solar in Malawi was named the Utility-Scale Solar Project of the Year by the Africa Solar Industry Association (AFSIA) in 2021. This project, which became operational in October 2021, was developed by JCM in partnership with InfraCo Africa.



2020 TOP WIND POWER PLANT IN PAKISTAN

Hawa obtained the top position for 2020 among all wind power plants in Pakistan and ranked 26th overall among the 177 renewable energy licences issued in the country. This ranking was issued by the National Electric Power Regulatory Authority (NEPRA) of the Islamic Republic of Pakistan. Hawa obtained a score of 65/100 when evaluated on its Occupational Health, Safety and Environment (HSE) performance evolution, which considers twenty assessment criteria.



GOLD TROPHY: MOST INNOVATIVE INVESTMENT STRATEGY

STOA Infra and Energy, one of JCM's DFI investors, won an award in 2021 for its innovative strategy linked to the JCM project. The Gold Trophy of the 7th Edition of the SIATI (Summit Dedicated to Real Estate, Spatial Planning and Innovation) was awarded to STOA for being "The Most Innovative Investment Strategy". The prize rewards private and public actors who have led or plan to lead exceptional, innovative achievements rooted in a sustainable development approach in the real estate, spatial planning and infrastructure sectors.



2021 BATTERY STORAGE PROJECT OF THE YEAR

Golomoti Solar received prestigious IJGlobal recognition as it won the "Battery Storage Project of the Year" award in 2021.

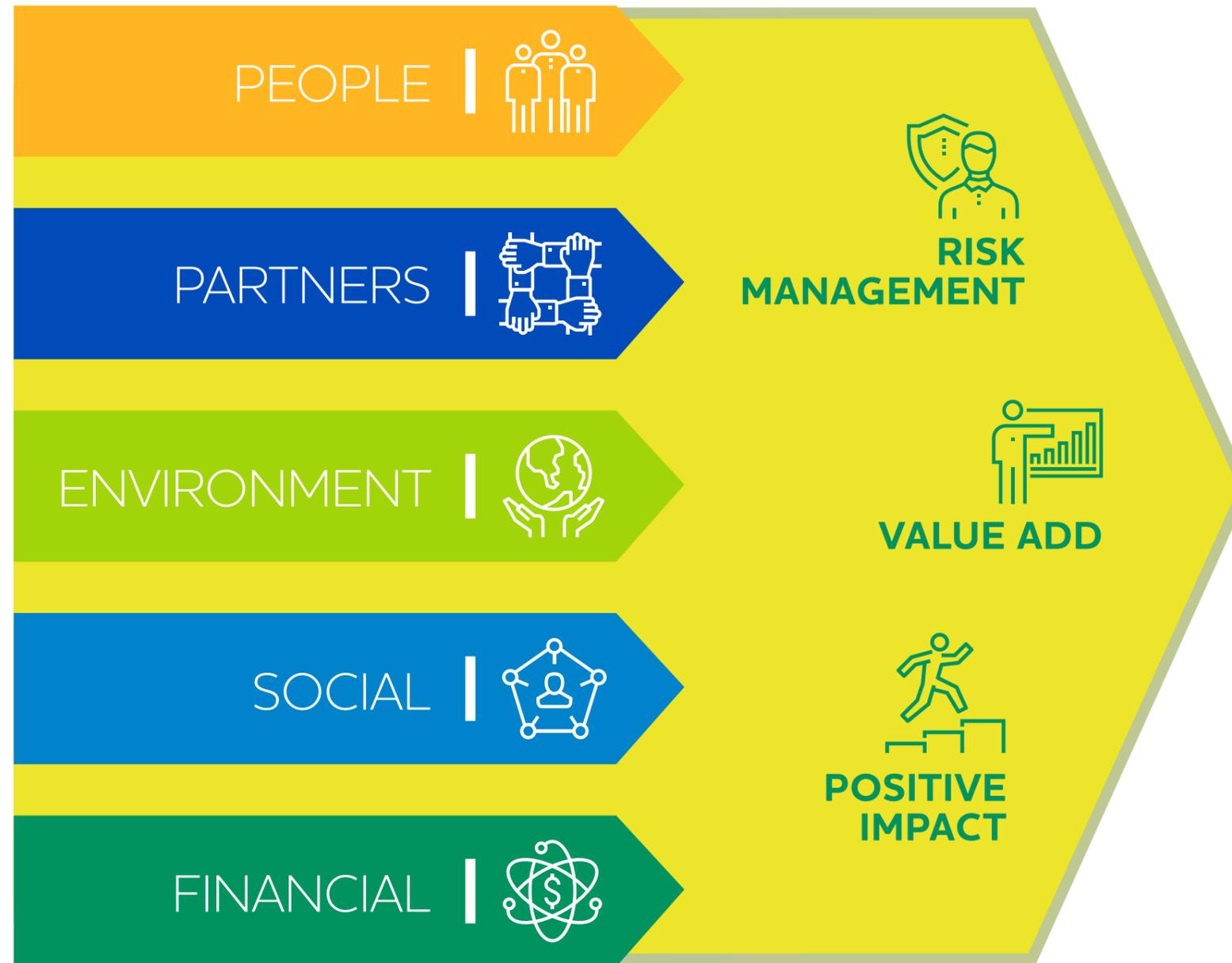
IJGlobal said of the project: "Golomoti Solar stood out for us as it incorporates a state-of-the-art 5MW/10MWh lithium-ion battery energy storage system (BESS) which will enable the plant to provide reliable power and improve network stability, reducing Malawi's reliance on hydro and diesel generation, while ensuring that grid stability is maintained. This is of particular importance as Malawi currently has an islanded power network and the BESS will demonstrate the pathway for increasing the contribution of variable renewable energy on the network."

JCM's Co-founder and Chief Development Officer, Justin Woodward added, "We are pleased that IJGlobal has recognised Golomoti Solar which, with the addition of batteries, will provide the foundation for Malawi to continue to be a regional leader in the renewable energy industry."

INTEGRATED FRAMEWORK FOR SUSTAINABILITY

JCM has adopted an integrated approach to embedding sustainability into its business strategy and operations, built on its five core pillars. These pillars form the lens through which JCM is able to identify and manage E&S risks, as well as pursue JCM's Impact Objectives for society and the environment. This is achieved through a dual focus on embedding ESG systems that align with industry best practice, and enacting positive environmental and social impact.

PILLARS OF SUSTAINABILITY



ESG

ESMS MANUAL

1. E&S Management Organisation
2. E&S Risk Management
3. Compliance Management
4. Construction and Operational E&S Requirements
5. Training, Awareness and Competency
6. Event and Non-Conformance Management
7. Monitoring, Reporting and Assurance
8. Stakeholder Engagement
9. Non-Controlling ESMS



IMPACT

IMPACT OBJECTIVES

1. Economic Growth
2. Women Empowerment
3. Climate Change
4. Sustainable Subsistence-Based Livelihoods
5. Health and Sanitation

MATERIALITY REVISITED

JCM's sustainability pillars form the framework through which material matters are considered and categorised. These material matters are linked to targets beneath relevant Sustainable Development Goals.

FINANCIAL



Value added – wealth generated by the Company in carrying out its activities and divided by specific beneficiaries (e.g. employees, public administration, shareholders).

PARTNERS



1. Number of grievances.
2. Bribery and anti-corruption training
3. Audit actions on risk of corruption activities.

SOCIAL



1. Socio-economic development spend.
2. Community skills development training (number of hours / spend).
3. The outbreak of the COVID-19 pandemic necessitated the rollout of new policies to minimise the negative impact that it could have had on the business and its stakeholders.

PEOPLE



1. Employee turnover rate.
2. Rate of absenteeism.
3. Total recordable injury frequency rate.
4. Training hours by type.
5. Employees covered by performance assessment tools.
6. Gender diversity and inclusion. JCM has adopted an even stronger focus on gender diversity and inclusion and identified a need to include this as a standalone material matter in its 'people' pillar.

ENVIRONMENT



1. Direct and indirect GHG emissions.
2. Water consumption from all sources.
3. ESMS development and implementation. The ESMS remains a cornerstone of JCM's sustainability practice, and this is evidenced through the development and implementation of the existing system.
4. Biodiversity programmes have replaced the need for soil & groundwater remediation expenditure and investments.

JCM
POWER

DFI INVESTORS

JCM has developed strong relationships with its DFI investors since first securing a total of \$115 million in commitments from five DFIs in 2019. While each DFI has its own unique mandate and investing strategies, there remains a shared ambition between these investors and JCM to increase the supply and quality of clean energy in developing countries.




\$115m
 Commitments Secured

STAKEHOLDERS

While JCM's five pillars form the lens through which sustainability is viewed, fostering constructive and mutually beneficial relationships with a wide range of stakeholders is a key cornerstone on which the business depends.

The accompanying diagram maps out the key internal and external stakeholders with which JCM has partnerships, and recognises that each one of these stakeholders contributes to the success of the business.



STAKEHOLDERS

TECHNICAL ASSISTANCE FUNDING

Certain DFI investors have provided additional Technical Assistance funding for the following ESG, Sustainability, and Impact related initiatives during the reporting period:

1. Technical Assistance Programme to support Gender Action Plan under broader Inclusion, Diversity, Equity and Access (IDEA) Strategy. Initial TA Grant funding contributed by FinDev Canada (\$60,000), Swedfund (\$60,000), IFU (\$60,000) and FMO (\$60,000), for a total of \$240,000.
2. JCM Impact Monitoring and Management Framework, TA Grant funded by Swedfund, \$50,000.
3. JCM Climate Change Adaptation Study, TA funded by IFU Sustainability Grant Fund, \$22,785.71.



\$60,000



\$60,000
FMO

\$82,785.71
IFU

\$110,000
Swedfund

TOTAL TECHNICAL ASSISTANCE FUNDING FROM DFIs

\$312,785.71

OUR APPROACH TO ESG AND IMPACT

Integrating ESG/Sustainability Pillars & Impact Objectives

ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM

Following the development of a comprehensive Environmental and Social Management System (ESMS) in 2019, a process that was underpinned by investments from our DFI investors, JCM has proceeded internally with the development of bespoke Health and Safety, Environmental & Social, Labour (HSESL) systems for each one of its projects. These tailor-made systems consider additional requirements for each project, such as adherence with relevant local regulatory requirements.

The JCM ESMS manual was used as a guidebook to develop practically applicable and functional systems that include detailed policies, manuals, procedures, plans and templates to ensure effective implementation.

An external monitoring review of both Salima and Golomoti found that the systems had been largely implemented, validating the practical application thereof.

Furthermore, the ESMS has become a valuable tool utilised across the various processes of the project lifecycle, which is essential for the long-term sustainability of improved environmental and social practices.

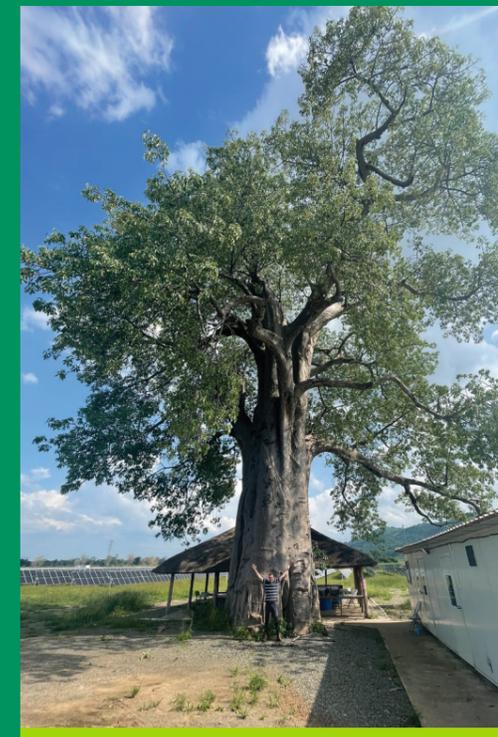


ESMS used in screening phase by both Engineering and M&A teams

Since the development of the ESMS in 2019, JCM has steadily integrated ESG into the project development and M&A processes. JCM Project Developers, M&A Leads, and Project Engineers make ESG one of the first ports of call when evaluating potential developments or acquisitions.

In the reporting period, the ESG department screened over 25 potential projects in ten countries covering solar, wind and hydro.

This process identified environmental issues such as sensitive habitats, human settlement and land use, potential cultural sites, and exposure to Major Hazardous Installations (MHIs). Practical application of the ESMS has enabled the avoidance of sensitive receptors and the incorporation of environmental and social considerations into the development and design of the projects. This has resulted in more environmentally and socially sound projects, and ultimately improved sustainability of the projects.





A key feature of JCM's approach to ESG is a close integration throughout the development and construction lifecycle of our projects.

From my personal experience of developing and constructing renewable energy projects in Africa over the past decade, having strategic inputs when identifying project sites and throughout the development cycle is paramount for de-risking renewable energy projects. While JCM has strong internal engineering know-how to find high-value projects, the union with our highly-skilled and experienced ESG resources results in finding technically great sites with minimal adverse environmental and social impact.

Having open discussions around project design and procurement has led to positive outcomes. An example of this from our recently constructed Golomoti project was the ability to understand the sensitivity of ancient Baobabs. With this knowledge, we incorporated the trees into the design from an early stage, making them a positive feature of the project rather than causing them to be negatively impacted. Our well-considered and implemented ESG policies also resulted in positive outcomes for the community, with the interaction between project and community being one of the most positive I have experienced on the continent, free of any significant labour and community challenges associated with large infrastructure projects.

Shane Eglinton, Engineering Director, JCM



JCM has developed an expansive body of work demonstrating how it is following through with its sustainability commitments through the application of its ESMS. The next step in ensuring that these systems

are continually utilised and implemented across all projects is to develop a centralised database/internal network for all relevant internal JCM stakeholders.

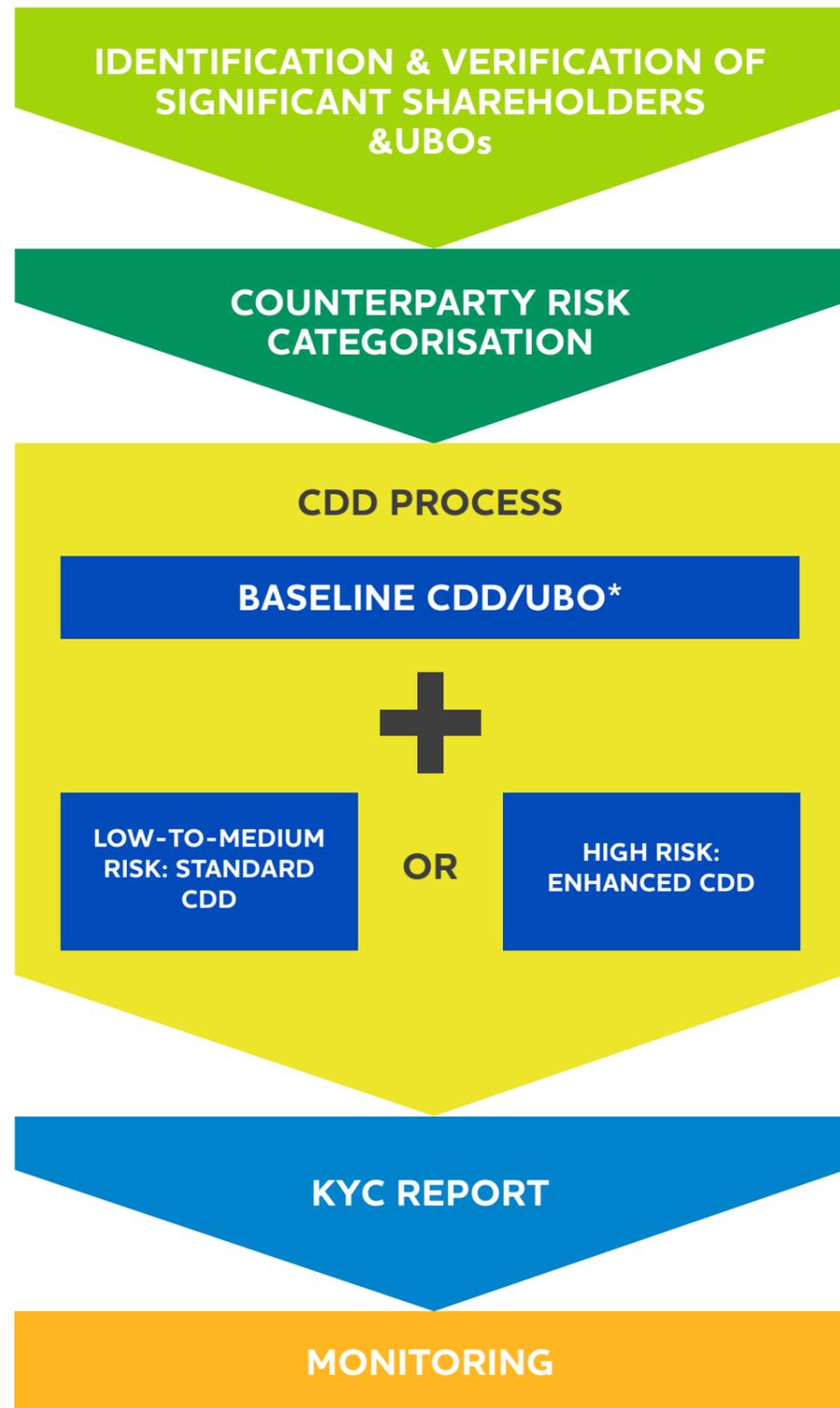


STOA have seen the robust ESG governance processes implemented at JCM, particularly through the E&S Advisory Committee and are delighted with the progress made in this regard. JCM reports to this committee on a regular basis where ESG priorities and objectives, as well as risks and challenges, are discussed with the goal of further integrating ESG into JCM's strategy and operations.

Virginie Vitiello, Environmental and Social Head, STOA



stoa



*CDD: Customer Due Diligence
UBO: Ultimate Beneficial Owner

Know-Your-Customer Policy

In September 2020, JCM's Board of Directors approved the Know-Your-Customer (KYC) Policy. JCM operates in emerging markets globally, including in Africa and Asia, where the risk of corrupt or illegal activity is relatively high. In addition, JCM's deal structures commonly include local high-net-worth individuals/families with access to government officials and a strong understanding of local policies and regulations. These individuals/families are typically long-term equity investors with JCM and, as such, require rigorous vetting to meet the requirements of JCM.

The KYC Policy is intended to support JCM's Anti-Bribery and Corruption Policy commitments to specifically address JCM's approach to ensuring that all proposed transactions and investment partner risks are mitigated and managed (including terrorism, money laundering, drug trafficking, and organised crime).

Other counterparty risk areas that are investigated include allegations/evidence of bribery or corruption, the controlling parties, foreign officials/PEPs, government touchpoints/state-owned enterprises, proof of existence, and any other relevant issues identified during the KYC due diligence.

JCM's KYC Procedure consists of five steps and is illustrated in the accompanying figure.



GOVERNANCE

The group holding company for JCM is JCM Power Corporation, a corporation existing under the laws of the Province of Ontario.

JCM's governing body is its Board of Directors (the Board), which consists of nine directors, including seven directors who are not members of

executive management and five directors who are nominees of DFIs. Executive officers appointed by the Board are responsible for the day-to-day management of the business and are subject to the supervision of the Board. Directors and executive officers are subject to fiduciary duties under Ontario law.

The Board has three standing Board committees: the Audit Committee, the Human Resources and Compensation Committee and the Corporate Governance Committee. In addition, the Board chartered the E&S

Advisory Committee in 2018 to provide input and advice regarding the development, monitoring and implementation of the company's approach, practices and systems with respect to significant E&S matters.

BOARD COMPOSITION

EXECUTIVE

Board Members:

- Christian Wray
- Martin Ritchie

Experience:

- JCM
- KPMG
- PwC

DFI APPOINTED

Board Members:

- Jacob Klingemann
- Alain Longpré
- Pierre Tardiveau
- Tom Murley
- Gunilla Nilsson

Experience:

- FinDev Canada
- IFU
- Hg
- Proparco
- European Bank
- Ameresco
- Swedfund
- STOA
- KIF

INDEPENDENT

Board Members:

- Cliff Inskip
- Phipps Lounsbery

Experience:

- CIBC
- OMERS
- FaithLife



IMPACT

The E&S Advisory Committee comprises of management representatives of JCM and E&S experts employed by the company's DFI shareholders (namely FMO, Swedfund, IFU, FinDev Canada, and STOA). In the course of 2020 and 2021, the E&S Advisory Committee held five and four meetings respectively, as prescribed by the charter, and completed one extraordinary meeting for the purposes of providing advice to the Board regarding project approval.

JCM's ESG Director reports to the Board at least quarterly regarding the activities and recommendations of the E&S Advisory Committee and other E&S matters.

Although impact is at the core of what we do, and all our activities are guided by a desire to maximise positive impact for society and the environment, JCM recognises the value of intentionality regarding our desired impact. This is demonstrated through establishing a specific strategy to outline such intentions, as well as what we need to do to achieve them. This acknowledgement led to the development of an Impact Strategy in 2019. JCM has since matured from an impact integration perspective, remaining up to date with best practice, and ensuring that this is reflected in our own practices.



“
JCM has brought nations (Netherlands, Sweden, France, Denmark and Canada) together to make impact investments contributing to global clean energy and local community enhancement by providing education, health and employment. At Hawa and JPL, subject matter experts from IBIS Consulting helped our project teams think of sustainable initiatives to do more for more communities, such as focusing on increasing women's representation in the energy sector and promoting gender equality.”

Muhammed Ali, Regional Director Asia, JCM





Integrating Impact

JCM strives to achieve meaningful social and environmental impact both through our core business operations and our corporate social responsibility (CSR) initiatives. In 2019, we developed our Impact Strategy with technical assistance funding from Swedfund, and established our three key impact pathways, namely:

- JCM as a producer of renewable energy;
- JCM as an employer; and
- JCM as an implementer of CSR projects.

This was the first step in developing clearly defined impact objectives and integrating our Impact Strategy into the business.

As our understanding of impact across these dimensions has matured over the last two years, we are now focused on determining how we can use our unique position to extend the impact that we create. In particular, we are currently focused on understanding how we can maximise the impact we can achieve through our CSR investments and have thus undertaken a series of measures, listed on the following page.

As our understanding of impact across these dimensions has matured over the last two years, we are now focused on determining how we can use our unique position to extend the impact that we create.

1. An Impact Evaluation of our existing portfolio of CSR projects in Pakistan in order to identify the key enabling factors for success, key challenges faced, lessons learned, and opportunities for improvement to enhance the impact achieved.
2. A Community Needs Assessment and CSR Project Design for our Golomoti project to support the establishment of mutually beneficial relationships between JCM and its local community stakeholders,

as well as to contribute toward long-term and lasting improvements in the quality of life of local communities by strengthening their capacity to respond to, or benefit from, the changes associated with the project.

Further, we have developed an Impact Measurement Framework to support in the ongoing monitoring and reporting of our impact-related activities (across the three dimensions) and look forward to reporting on our progress in the next report.



“

Swedfund supported JCM in the development of its Impact Strategy and Impact Management and Measurement Framework and is very proud to have played a part in this process. We look forward to seeing how the application of this work steers the continuous improvement of its Social and Economic Development plans to generate and monitor the impact of JCM's projects and community activities.

Amanda Koppang Willfors, Impact Manager, Swedfund

”



Swedfund

IMPACT TIMELINE

IMM framework finalised towards the end of 2021 and training on the CSR impact measurement framework was presented to JCM employees in Pakistan in January 2022. The objective of the training was to enhance employees' understanding of the value of capturing the tangible socio-economic and/or environmental impact they are having, as well as ensuring that the measurement is done in a way that meets both regulatory requirements and stakeholder expectations.

2021

Adopted a more formalised and mature approach to impact integration. For example, undertaking community needs analysis to ensure buy-in from the community and that there is a clearly defined CSR action plan that captures the value proposition.

2020

2019

- Developed an Impact Strategy with Technical Assistance funding from Swedfund.
- Impact mapping to obtain clearly defined impact objectives, including analysis of and consideration for JCM's impact aspirations, impact objectives of JCM's investors, and the SDGs.
- Started process of integrating the Impact Strategy.

SDG ALIGNMENT



2020/21 SUSTAINABILITY PERFORMANCE

Sustainability is embedded in the core of the business strategy and efficient execution of objectives is supported by hiring employees that are themselves committed to sustainability.

JCM's commitment to sustainability is achieved through various mechanisms that ensure there is continuous accountability around our performance in relation to sustainability.

These mechanisms include a dedicated ESG function as well as a robust ESMS, which provides the mandate for the E&S committee, as well as the tools (manuals, plans and procedures) that various internal stakeholders can utilise for the practical application thereof.

Sustainability is embedded in the core of the business strategy and efficient execution of objectives is supported by hiring employees that are themselves committed to sustainability. This intentional alignment in values ensures that JCM can foster a culture of sustainability that is deeply engrained in day-to-day operations.

KEY PERFORMANCE INDICATORS

Our sustainability performance is reported on in line with JCM's pillars of sustainability. A directory of key performance indicators that are relevant for each one of the sustainability pillars was developed based on the findings from the materiality assessment. These indicators are tracked for both JCM Corporate and projects, and throughout the various project phases (development, construction, and operations).

Where relevant, case studies have been included to demonstrate how JCM is having a real impact on the various stakeholders it engages.

2020/2021 SUSTAINABILITY HIGHLIGHTS

PEOPLE HIGHLIGHTS 

WOMEN EMPLOYED
2020: 48 / 2021: 110

+129%

FATALITIES
2020: 0
2021: 0

EMPLOYEE GRIEVANCES RESOLVED 

2020: 100%
2021: 100%

Qualified for the 2X Challenge in December 2021.

2X CHALLENGE
FINANCING FOR WOMEN

PARTNER HIGHLIGHTS 

COMMUNITY GRIEVANCES RESOLVED 

2020: 100%
2021: 99%

OPERATIONS ASSESSED FOR RISK AND CORRUPTION 

2020: 100%
2021: 100%

JCM developed and implemented enhanced Grievance Redress Mechanisms to ensure that there are appropriate channels through which specific issues can be reported on and resolved.

ENVIRONMENT HIGHLIGHTS 

ELECTRICITY DELIVERED TO OFFTAKERS

2020: 122,708MWh
2021: 338,042MWh

+175%

AVOIDED EMISSIONS

2020: 73,168 tCO₂e
2021: 179,913 tCO₂e

+146%

2021 UTILITY-SCALE SOLAR PROJECT OF THE YEAR 

Salima project won Utility-Scale Solar Project of the Year by the African Solar Industry Association in 2021.

SOCIAL HIGHLIGHTS 

EXPENDITURE ON LOCAL GOODS & SERVICES

2020: \$4,600,000
2021: \$19,600,000

+325%

PROPORTION OF EMPLOYEES FROM LOCAL COMMUNITIES (Average)

2021: 76.2%
2020: 54.1%

Meaningful increase in CSR spend and building capacity on impact measurement and management to ensure desired outcomes are being achieved.

FINANCIAL HIGHLIGHTS 

GROSS GLOBAL ECONOMIC VALUE ADDED TO HUMAN RESOURCES (Employee wages and benefits at projects)

2020: \$454,855
2021: \$2,050,773

+351%

TOTAL GROSS GLOBAL ECONOMIC VALUE ADDED (Corporate)

2020: \$6,100,000
2021: \$15,700,000

+249%

JCM Corporate expanded and two new projects were added to the portfolio despite the challenges presented by the COVID-19 pandemic. Exceptional growth recorded for the overall business during very challenging times.

PEOPLE

EMPLOYMENT & DIVERSITY

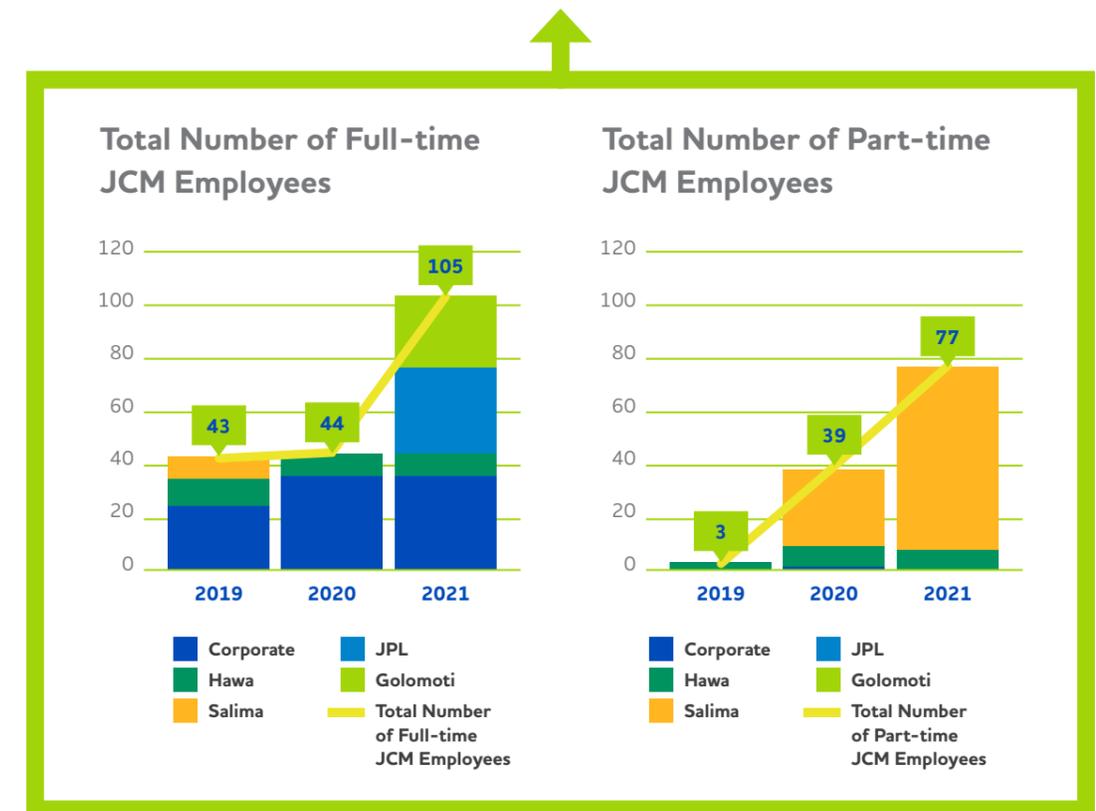
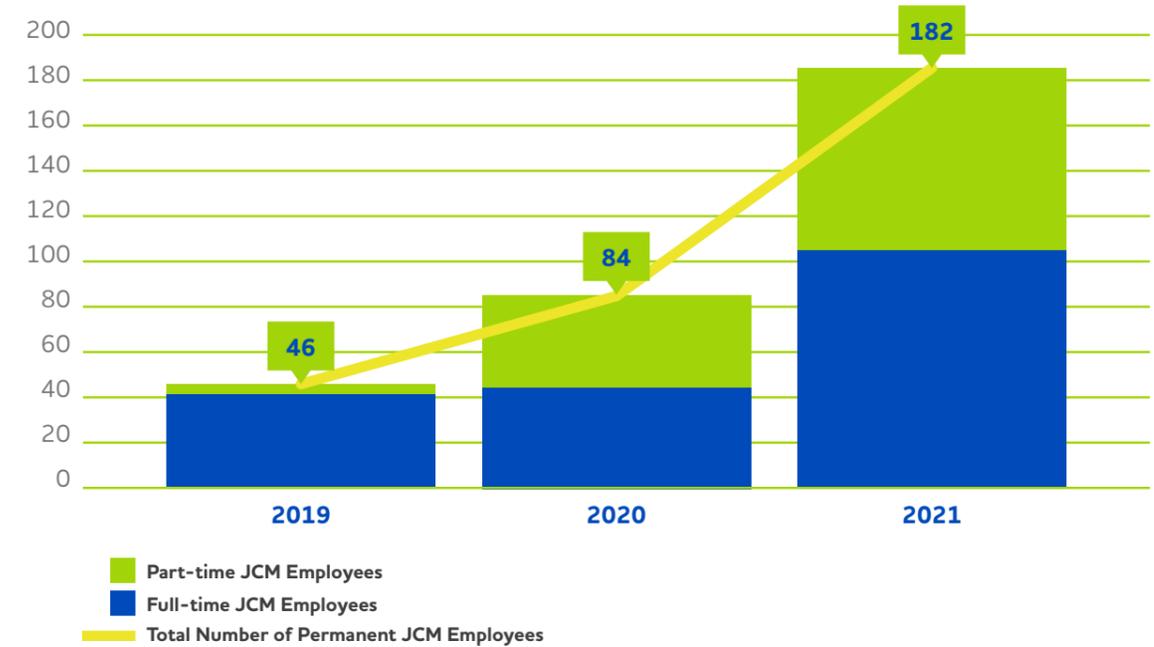
Our employees are an essential component of determining the extent to which we are able to successfully integrate and execute our ESG strategy. We recognise that our people are our most important resource, and strive to foster an environment that cultivates a motivated workforce striving towards shared objectives.



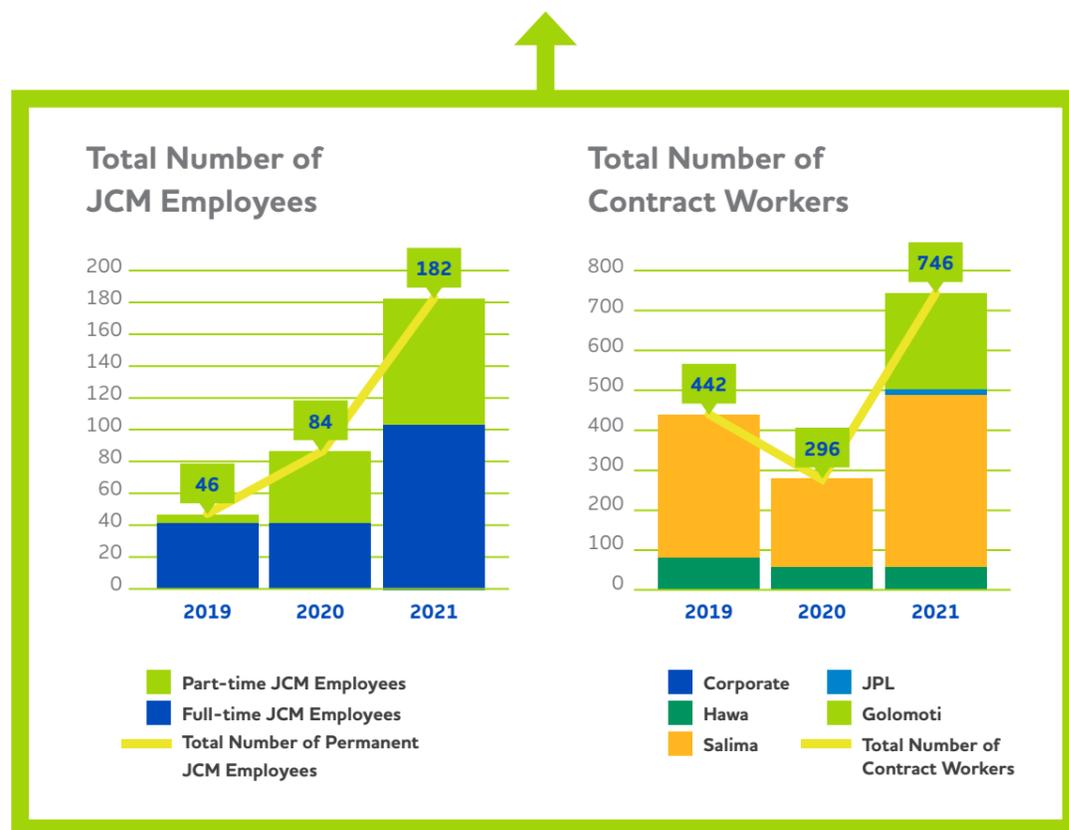
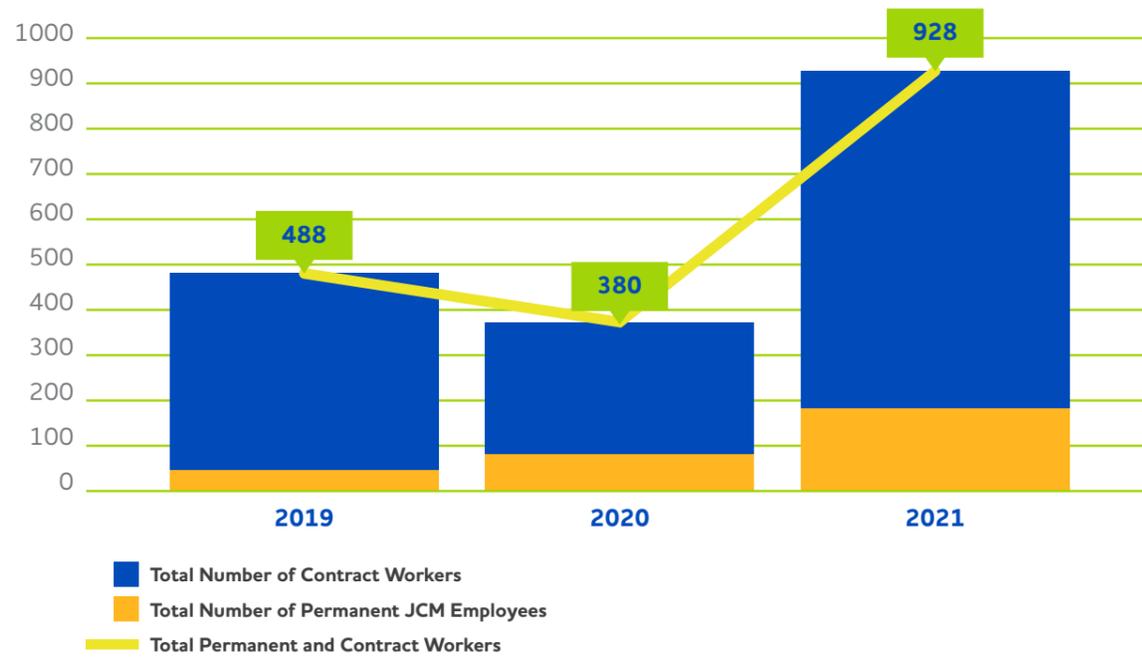
That JCM continued to grow as a business during a time that presented unprecedented challenges is testimony to the professionalism, skills and resilience of our workforce.

In conjunction with the strong growth in the business, JCM's workforce expanded materially in the reporting period, primarily through additional jobs at our two new projects (Golomoti and JPL).

Total Number of JCM Employees



Total Number of Jobs Created by JCM



928

Total Number of Employees at JCM in 2021

The workforce data is reported as an average for the year and therefore some of the nuances of the labour dynamics are not reflected in the headline data, especially for the construction projects where the size of the workforce tends to fluctuate significantly from one month to the next.

Specifically, the total workforce of 264 for Salima in 2020 was weighed down considerably by a complete construction shut-down from April to June in response to COVID-19 and fails to reflect the gradual rise and peak of the workforce at 772 workers in December of 2020. The 2021 average data offers a less distorted picture of the workforce dynamics at Salima for that year, but also fails to highlight that there were some 915 workers at the peak of the project's construction in February 2021.

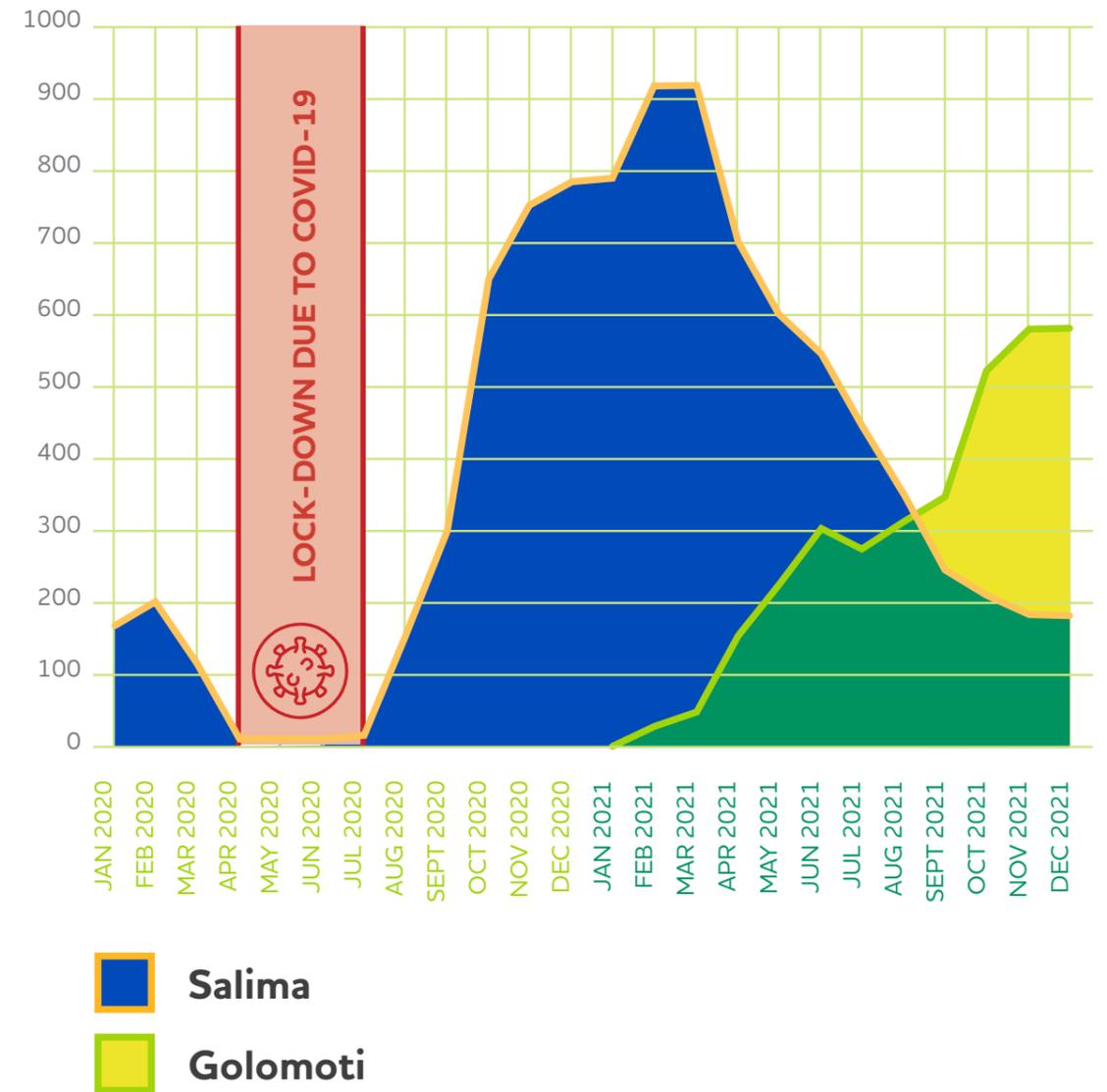
The average data for Golomoti is less distorted due to the gradual increase in the size of the workforce through the course of 2021, before peaking at 568 workers in December 2021; the monthly breakdown of the data offers a more comprehensive overview.

We pride ourselves in being a people-centred business, and constantly seek ways to ensure that our relationship with direct and indirect employees is constructive and mutually beneficial.

As committed and engaged employees, we are driven to ensure that equal opportunities to participate and thrive are present at all levels of our organisation. We are particularly passionate about this in the way that it relates to gender, which has become a core focus.



Total Workforce - All Types for Salima and Golomoti (Employees & Contractor Workers)



JCM's Ongoing Gender Journey

In our 2019 Sustainability Report we announced our commitment to the UN Women's Empowerment Principles (WEPs) and the development of a Gender Action Plan (GAP) steered by the Inclusion, Diversity, Equity and Accessibility (IDEA) Committee. Since then, we have made huge strides in intentionally seeking to advance the company as a gender-forward business.

In 2020, JCM requested technical assistance from its investors to help support JCM's execution of the GAP and thus its aspirations of qualifying as a 2X Challenge investment. Assistance was provided through grant funding from FinDev Canada, FMO, IFU, and Swedfund.



Over the last two years, JCM has adopted and internalised a number of gender-inclusive practices. We are pleased to see a deeper awareness of the challenges, and mitigation measures, to combat gender-based violence, in some of their country operations. FinDev Canada is proud to be supporting JCM on the development and implementation of their Gender Action Plan.

Sumaiya Sajjad, Head, Technical Assistance Facility, FinDev Canada



This Technical Assistance Programme is being used to: (i) address key barriers in achieving gender equality across JCM and among JCM's Project Companies, and (ii) equip JCM with the tools to learn how to apply a gender-lens to its decision-making process, day-to-day activities, and increase women's participation in the renewable energy sector. Specifically, the funding has provided support for the following activities:



1. Corporate-level Consultant:

JCM received the support of an expert to conduct a high-level diagnostic review of the existing Corporate policies and programmes in order to identify key areas of improvements. This included advising JCM on best practices surrounding key policies, frameworks and programmes at both the Corporate and project levels.



2. Malawi Gender Inclusion Specialist:

At the project level, JCM incorporated a strong focus on Gender Based Violence and Harassment (GBVH) and gender inclusion in policies and processes on the Salima and Golomoti projects in Malawi.



3. Pakistan Gender Assessment:

JCM engaged a specialist consultant to carry out a gender assessment to understand the gender landscape in our projects in Pakistan. This enabled the identification of gender-related risk and opportunities for gender equality and women empowerment.

2X CHALLENGE FINANCING FOR WOMEN

These actions have paved the road for JCM's qualification for the 2X Challenge in 2021. JCM has committed to the following objectives where it has operations and has a controlling interest in greenfield project companies and on a best efforts basis:

- At least 30% will be 2X-qualifying businesses within 5 years of initiation of development for each Project Company. The identified 5-year goal is a rolling target and will be unique for each new Project Company in JCM's portfolio.
- 100% will have a Gender Equality Management Plan in place within 12 months of financial close.

Interim commitments (by end of 2020):

- JCM will have adopted a company-wide Gender Equality Strategy.
- JCM will have developed its 2X toolkit for Project Companies and rolled it out to all existing Project Companies.

For projects where JCM does not have a controlling interest, nor management control, JCM will endeavour, on a best efforts basis, to influence gender equality improvements where/when possible.

Additional interim targets were set, including:

- Adopting a company-wide Gender Equality Strategy (completed = IDEA).
- Developing a 2X toolkit for Project Companies (rollout underway).



Our goal is to address key barriers in achieving gender equality across the company and among our projects and to learn ways to apply a gender-lens to our decision-making, day-to-day activities, and increase women's participation in renewable energy.

In the last three years of implementation of the GAP, the IDEA Committee is starting to operate autonomously and strategising about ways to add a gender-lens to all JCM departments.

We are proud that our employees are ready and willing to revisit their current processes to identify and create business practices that are gender friendly. We feel that we are well ahead of our competitors in many respects but recognise there is still work to be done. In 2022, the IDEA Committee looks forward to practically implementing many of the actions proposed through the work already undertaken at both a Corporate and project level.

Lisa Muller: ESG Coordinator, IDEA Committee Chair, JCM



Given the strong focus JCM has on gender, JCM also tracks the break-down of employment by gender. The accompanying graphics depict the composition of women in the workforce, specifically focusing on permanent employees (i.e. part-time and full-time JCM employees).

The overall levels of female representation remain the 2X Challenge threshold, which stipulates that 30% of the workforce in the infrastructure, power and telecoms sectors must be females, and there must be one quality indicator beyond mere compliance with this threshold. Specifically, in 2020 and 2021,

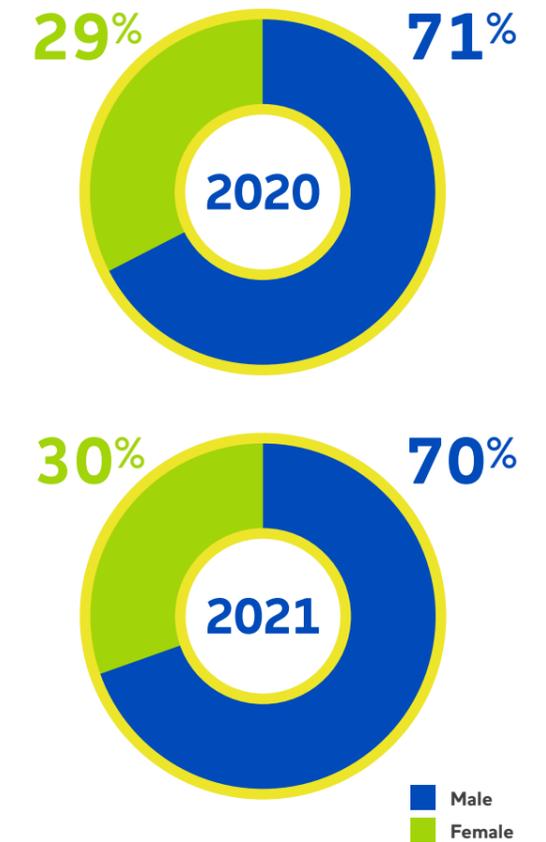
JCM employed a total of 24 and 45 women which represented 29% and 30% of the workforce respectively. In 2021, only one of the four projects had female representation that exceeded 30%.

Although JCM's aggregate female representation in the workforce was close to the target threshold, there is room for improvement and a commitment to achieve better outcomes has already been made.

Specifically, as part of its 2X Challenge qualification objectives, JCM has made a commitment that 30% of project companies will strive to meet the 2X-qualification criteria for women as entrepreneurs, leaders or employees within 5 years of initiation of development.

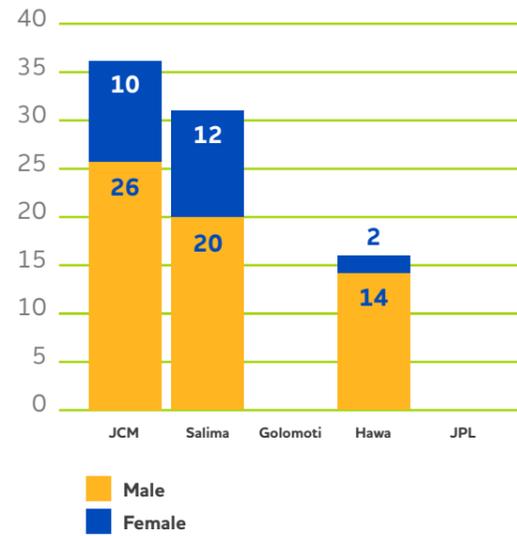
Overall, we are proud of the increased representation of women in our business, and are confident that the trajectory will remain a positive one.

Proportion of male and female employees

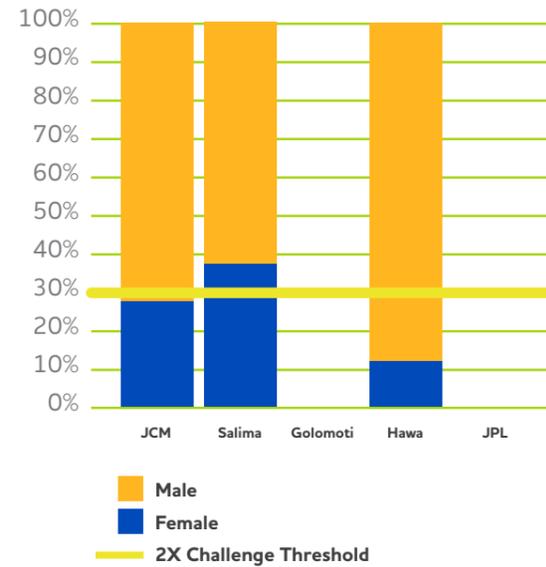


Although JCM's aggregate female representation in the workforce was the target threshold, there is room for improvement and a commitment to achieve better outcomes has already been made.

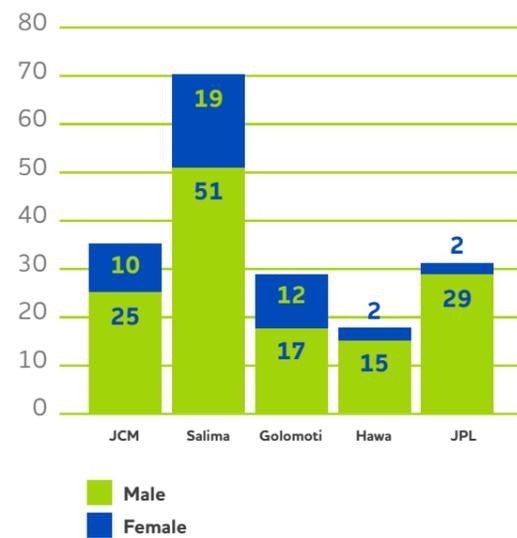
2020: Total Number of Employees
(All types excluding Contractor Employees)



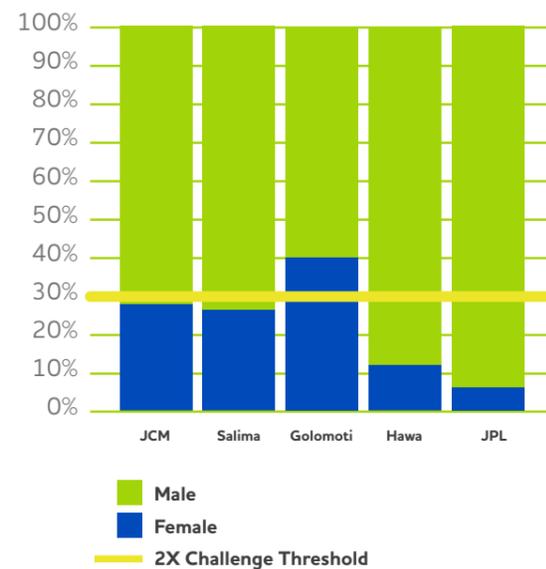
2020: Proportion of Male to Female Employees
(All types excluding Contractor Employees)



2021: Total Number of Employees
(All types excluding Contractor Employees)



2021: Proportion of Male to Female Employees
(All types excluding Contractor Employees)



Employment and Diversity

Strong growth in permanent job growth for female employees, up 168% in 2020 and 88% in 2021. Proportion of workforce remains anchored below 30%.

Proportion of permanent female employees has increased at both Corporate and project level. However, it remains anchored just below 30%.

Proportion of permanent female employees has grown from 25% in 2019 to 28.6% in 2021.

	Projects and Corporate Consolidated			Corporate			Projects Consolidated		
	FY'19	FY'20	FY'21	FY'19	FY'20	FY'21	FY'19	FY'20	FY'21
Total No. of Full-time Employees - Female	9	11	26	7	9	10	2	2	16
Total No. of Part-time Employees - Female	0	13	19	0	1	0	0	12	19
Total No. of Full-time and Part-time JCM Employees - Female	9	24	45	7	10	10	2	14	35
Total No. of Employees - All Types (Excluding Contractor Employees)	46	84	152	28	35	35	18	48	117
Proportion of Permanent Female Employees	19.6%	28.6%	29.6%	25.0%	28.6%	28.6%	11.1%	29.2%	29.9%
Total No. of Permanent Contractors - Female	1	0	1	1	0	0	0	0	1
Total No. of Fixed Term Contractors - Female	16	24	64	2	1	1	14	23	63
Total No. of Employees - Female (Permanent and Fixed Term Contractors)	17	24	65	3	1	1	14	23	64
Total No. of Contractors - All Types (Excluding JCM Employees)	442	296	746	5	3	1	437	293	744
Proportion of Permanent Contract Employees	3.8%	8.1%	8.7%	60.0%	33.3%	100.0%	3.2%	7.8%	8.6%
Total No. of Employees - Female (Including Full-time, Part-time, Permanent and Fixed Term Contractors)	26	48	110	10	11	11	16	37	99
Total Workforce - All Types (Employees and Contractors)	486	380	898	31	39	36	455	341	888
Proportion of Women in the Workforce	5.3%	12.6%	12.2%	32.3%	28.2%	30.6%	3.5%	10.9%	11.1%
No. of Women in Management Positions (JCM Employees Only)	2	6	9	1	1	1	1	5	8
No. of Employees in Management Positions (JCM Employees Only)	29	32	35	29	22	15	7	17	26
Proportion of Women in Management Positions (JCM Employees Only)	6.9%	18.8%	25.7%	3.4%	6.7%	11.1%	14.3%	29.4%	30.8%

Total number of female employees have more than quadrupled in the past two years, growing 323.1% over this period.

Significant increase in women representation at management level at JCM projects from 16.7% in 2019 to 31.7% in 2021.

Remarkable growth in female employment at JCM projects, up 518.8% since 2019.

Celebrating Women: Growing with JCM

When 24-year-old Mphatso Banda was recruited by JCM in 2020 as a cook in the Salima construction site kitchen, she had basic culinary skills. This was also Mphatso's first formal job; due to a lack of resources to further her tertiary education, she had resorted to subsistence farming.

In 2021, JCM sent Mphatso to a training school to enhance her culinary skills where she graduated with a certificate in housekeeping and catering services. In 2022, after the transitioning of the project from construction to operations phase, Mphatso has been promoted to the position of office assistant.

Since being employed by JCM, Mphatso has been able to build her own house with iron sheets, she has bought a piece of land and some goats to extend her farming activities, and is sending not only her child to school, but also her siblings. Mphatso believes that when more women join the workforce, everyone benefits.



In 2021, JCM sent Mphatso to a training school to enhance her culinary skills where she graduated with a certificate in housekeeping and catering services.

Ms. Saima, Teacher at JPL Vocational Centre

As part of its ongoing CSR initiatives, JPL developed a vocational training centre for the five communities supported by the project. The vocational centre has eight sewing machines. Women learn sewing, embroidery, knitting and art making skills. JPL provides access to furniture, classroom materials, and a female vocational teacher (Ms. Saima, who was employed from the local community as a women's empowerment initiative) who teaches the relevant skills.

Over the last two years, 23 women have received training at the vocational centre.

Ms. Saima is viewed as a role model in her community. In light of the fact that she is the only female earning an income in the community, she is seen as more independent and empowered and has therefore earned the respect of many females within the community. Ms. Saima also educates the women on hygiene, sanitation and women's health, and the importance of education. Through both her direct work at the vocational centre and the role she plays within the community, Ms. Saima is leaving a lasting impact on the women and girls of JPL's community.

“

I was asked to teach at the vocational centre, then I got permission from my husband and mother-in-law. Now I earn my livelihood and have purchased clothes for my child and husband. I feel proud that I am earning for myself and I am thankful to JPL for providing me with this opportunity of their Gender Action Plan.

”

Saima Muhammad Saleem, Haji Usman Brohi Village



HEALTH & SAFETY
IN THE WORKPLACE

RECORDABLE INJURIES

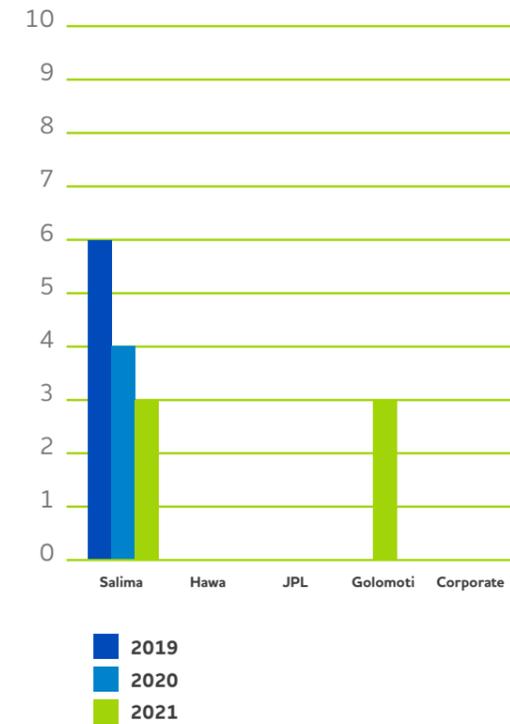
Recordable injuries measure both Medical Treatment Cases (MTCs) and Lost Time Injuries (LTIs). A recordable injury is any incident that results in medical treatment beyond first aid or more severe incidents that result in modified work or lost time.

No recordable injuries were recorded at Hawa, JPL or Corporate over the last three years. There were 4 and 3 LTI cases at Salima in 2020 and 2021 respectively, marking a gradual improvement from the 6 cases recorded in 2019. In 2021, Golomoti recorded 3 LTI cases. Both these sites were in the construction phase when the LTIs were recorded. Since both are now operational (Salima reached COD in October 2021 and Golomoti in March 2022), these numbers are expected to fall to levels close to zero since the construction phase presents the highest level of H&S risk.

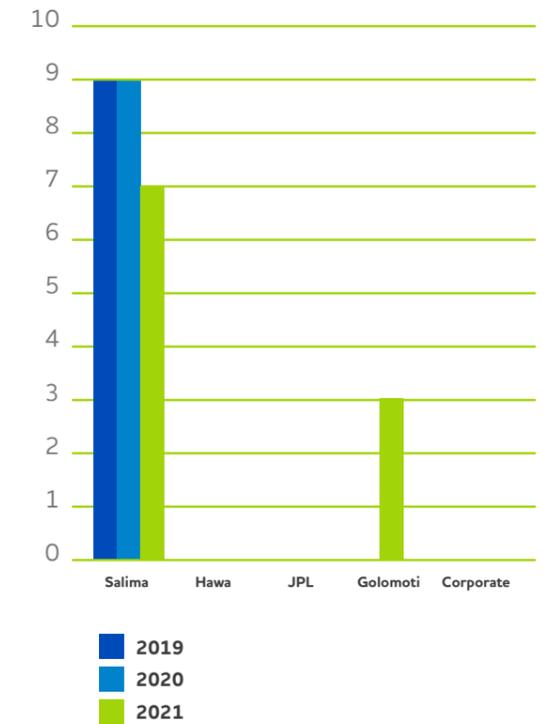
The MTCs across the various projects mirror the LTIs given the varying phases of the projects. Specifically, Salima recorded 9 and 7 MTCs in 2020 and 2021 respectively, while Golomoti recorded 3 MTCs in 2021, both of which were in the construction phase during that period. Zero MTCs were recorded at Hawa, JPL and Corporate for the period under consideration.



Lost Time Injuries



Medical Treatment Cases



H&S INDICATORS

The Toolbox Talks continue to be used to discuss and educate employees about the common causes of injuries as well as to encourage employees to report any near misses.

The total number of near misses has fallen dramatically since 2019, despite the expansion in JCM's construction and operations. Specifically, there were 66 near misses recorded in 2019 at Hawa and Salima combined, falling to 34 in 2020 for the same projects, and tapering off even further in 2021 to 31 near misses at Hawa, Salima, JPL and Golomoti combined. This data suggests that the approach taken to raise safety awareness and strengthen our safety culture is yielding results.

At the same time, there were some mixed results on the Lost Time Injury frequency rate as well as total recordable injury frequency rates, both of which fell in 2020 before rising again in 2021 peak of construction.

There was a steep increase in the number of work-related occupational diseases, especially at Salima. However, the majority of the cases were malaria, a disease which typically spikes during the rainy season in Malawi. The high number of infections cover the entire workforce at Salima, including general workers residing in communities and expats residing on site.

In response to the increase in infections, we developed a disease management plan and implemented actions such as spraying sitting water.



NUMBER OF FATALITIES

	2019	2020	2021
SALIMA			
GOLOMOTI			
HAWA			
JPL			
CORPORATE			

ZERO

TOTAL RECORDABLE INJURY FREQUENCY RATE

	2019	2020	2021
SALIMA	5,30	2,97	1,39
GOLOMOTI	N/A	N/A	5,12
HAWA	0	0	0
JPL	N/A	N/A	0
CORPORATE	0	0	0

LOST TIME INJURY FREQUENCY RATE

	2019	2020	2021
SALIMA	2,12	0,91	0,42
GOLOMOTI	N/A	N/A	1,02
HAWA	0	0	0
JPL	N/A	N/A	0
CORPORATE	0	0	0

Rates are expressed per 200,000 hours worked

TOTAL NUMBER OF NEAR MISSES

	2019	2020	2021
SALIMA	40	17	13
GOLOMOTI	N/A	N/A	8
HAWA	26	17	7
JPL	N/A	N/A	3
CORPORATE	0	0	0

NUMBER OF WORK RELATED OCCUPATIONAL DISEASES*

	2019	2020	2021
SALIMA	1	32	190
GOLOMOTI	N/A	N/A	8
HAWA	26	17	7
JPL	N/A	N/A	0
CORPORATE	0	0	0

*Stats exclude COVID-19 which have been reported separately

**ABSENTEEISM RATE**

The absenteeism rate captures unplanned absence due to sickness or other causes.

It is calculated by dividing the number of days absent by the number of available work days for the reporting period. During the reporting period, JCM did not identify any issues across the various projects. That said, due to some inconsistencies in the data,

the actual rate could not be validated across the various projects. Hence, JCM is unable to report the specific numbers for this period. The issues related to capturing the data are in the process of being resolved.

At Corporate level, the absenteeism rate was essentially unchanged in 2020 compared to 2019, yet an increase was recorded in 2021. This is primarily attributable to an increase in sickness due to COVID-19 cases.

ABSENTEEISM RATE

	2019	2020	2021
SALIMA	2%	6,05%	0%
GOLOMOTI	N/A	N/A	0%
HAWA	0%	0%	0%
JPL	N/A	N/A	0%
CORPORATE	0,60%	0,56%	1,07%

EMPLOYEES THAT HAVE UNDERGONE A MEDICAL

	2019	2020	2021
SALIMA	0%	92,7%	46,2%
GOLOMOTI	N/A	N/A	100%
HAWA	0%	0%	0%
JPL	N/A	N/A	0%
CORPORATE	N/A	N/A	N/A

COVID-19

JCM responded swiftly to the pandemic and developed COVID-19 prevention guidelines, considered the impact of COVID-19 on operations, issued periodic surveys to employees to ensure that the response was tailored according to employee requirements, and held monthly company-wide meetings to discuss COVID-19 related issues.

Specifically, prevention guidelines were developed for construction sites, operations and the office environment, detailing specific aspects related to communications, access to and from sites, record keeping, cleaning, physical distancing, meetings and deliveries, and response measures in cases where individuals displayed symptoms. These efforts were centred on ensuring the health and safety of JCM employees, while the surveys had a particular focus on providing the support employees required to ensure that disruptions to day-to-day business operations were minimised.

Some of the projects collected data on COVID-19 cases, with Salima and Golomoti reporting 26 and 31 cases, respectively.

In addition to the company level response to COVID-19, JCM also launched various CSR-related COVID-19 initiatives at communities surrounding the various construction and operational sites, aimed at enhancing awareness of the virus and helping to reduce infection rates.



Initiatives launched in response to the COVID-19 pandemic

Hawa/JPL

When the COVID-19 pandemic reached Sindh, Hawa/JPL identified and implemented many precautionary measures to protect the health of the project company's entire workforce. Arch Associates engaged with Hawa/JPL as an Independent Monitoring Consultant (IMC) and performed a structured risk assessment of the probability of acquiring and spreading of COVID-19, and made recommendations regarding measures that could be implemented beyond training sessions. Hawa/JPL's approach to precautionary and monitoring measures are based on a 4-S theme, which includes:

SENSITIVITY & AWARENESS

A detailed presentation was developed on COVID-19 and Hawa/JPL's site workforce (including watchmen and security guards, cooks and drivers) was trained on aspects

such as symptoms of infection, sanitation and personal hygiene practices, common practices to avoid when implementing hygiene, identification of active and passive source, the importance of social distancing, and methods of social distancing.



Similar awareness sessions were conducted in neighbouring villages as inhabitants of these villages are employed at the project site as watchmen and use the project access roads. These villagers were also briefed on the measures Hawa/JPL has taken to implement social distancing and the reason for social distancing. Villagers were also encouraged to implement social distancing within the village households and with neighbours. Posters in local languages were pasted in different areas.

SANITATION

Hawa/JPL implemented various sanitation measures, including wet mopping of all sub-station covered areas with disinfectant in the morning and evening, and spraying with 13-14 ppm chlorine solution in open areas of the sub-station. In all workstations and accommodation rooms, hand sanitisers have been provided with clear instructions to regularly sanitise hands, while common contact areas were sanitised at regular intervals.

SOCIAL DISTANCING

Social distancing practices were adopted to ensure that all members of the workforce participated, including the adjusting of office space layouts, limiting the number of people who could travel in a vehicle, limiting movement, and encouraging the use of face masks.

SCREENING

Measures were put in place to ensure that both visitors and staff were screened by requiring questionnaires to be filled out and by monitoring temperatures and general health.



SALIMA

SUPPORT TO LOCAL COMMUNITY

In November 2020 JCM continued to support the local clinic, Katawa Community Clinic, Namanda Primary School and Mbwezela Primary School with PPE to help support their interventions on COVID-19. The following items were purchased and distributed to the three entities in December 2020.

ITEMS DISBURSED TO THE COMMUNITY



Infrared Thermometers



Disposable Mask Boxes



Disposable Gloves Boxes



Liquid Soap Bottles



Tablet Soaps



Hand Sanitiser Bottles



Washing Facilities



Hand Washing Facilities



Cloth Masks for Schools

COMMUNITY LEADERS COVID-19 AND GENDER SENSITISATION MEETINGS

A team from JCM, in close cooperation with the Salima District Health Office and the Women's Legal Resources Center (WOLREC Project Officer), carried out COVID-19 and Gender Sensitisation meetings between 29 July-19 August 2020 with six community leaders including chiefs, church leaders and the Health Advisory Committee (HAC). These community leaders, in turn, were able to influence the communities they are present in.



The team took advantage of the gatherings to also start conversations about Gender Based Violence and Harassment (GBVH), more specially so within the COVID-19 context.

PPE AND SUPPORT TO COMMUNITY

A total of \$2,150 was used for various activities, including the purchase of PPE materials for Katawa Clinic (\$534.18) and support toward the Kanzimbe Community Leaders' Meeting (\$1,615.81). All PPE was procured from the hospital's approved suppliers.

GOLOMOTI

BOREHOLE PUMP REPLACED AT HEALTH CENTRE

JCM's co-investor, InfraCo Africa, provided COVID-19 relief funds for Golomoti. These funds were utilised to replace a stolen borehole pump as well as to install security fencing at the Golomoti Health Centre. The replacement of the water pump ensures the efficient functioning of the Health Centre. A local artisan, Mr Banda completed the installation. The work was also supervised by the members of the Health Centre's management committee.



JCM's co-investor, InfraCo Africa, provided COVID-19 relief funds for Golomoti. These funds were utilised to replace a stolen borehole pump as well as to install security fencing at the Golomoti Health Centre.

Salima Katawa Fever Clinic



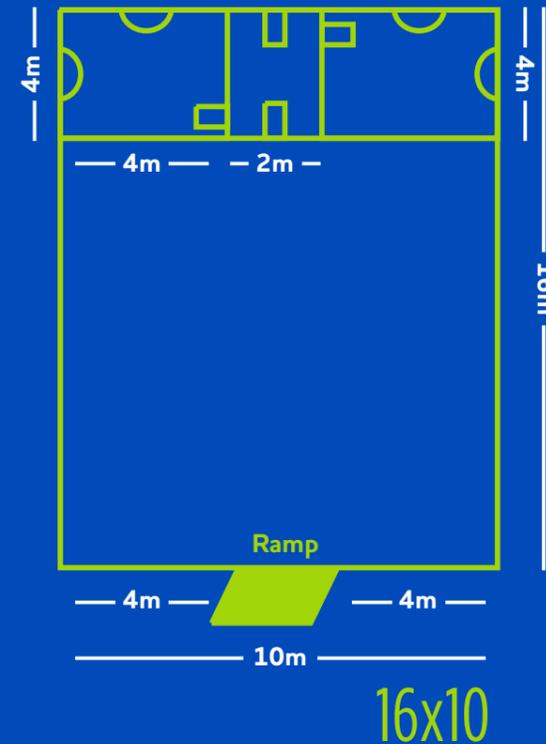
On 10 February 2022, Salima Solar Project handed over a \$13,000 Fever Clinic structure to the Kanzimbe community in Salima thanks to funding from InfraCo Africa. The community already has a clinic that is run by Kindle Orphan Outreach, a local charitable organisation, and the local authority.

The land was provided for free by the community to have the clinic services close to the people.

The community clinic serves a population of about 11,000 people from the area and its surrounds. COVID-19 prevention was a challenge since all patients had to queue at a very small veranda at

the clinic without observing social distancing. This led to patients potentially being infected with COVID-19 sitting in close proximity to other patients due to limited space at the facility putting not only the other patients at risk but the staff as well.

The Fever Clinic structure has helped to create enough space to observe COVID-19 prevention measures while continuing to serve the community. The structure is used in the early detection, isolation and referral of patients presenting with fevers of unknown origins, as well as a space for other clinic services.



In addition to the large waiting room area designed specifically for patients presenting with a fever, there is a room for an occupational therapist (top left room) where physical therapy is being provided for disabled children in the community. Moreover, there is a room where cervical cancer screening as well as other female health related screenings are being done (top right room).

The community clinic serves a population of about 11,000 people from the area and its surrounds. COVID-19 prevention was a challenge since all patients had to queue at a very small veranda at the clinic without social distancing.

STAFF WELLNESS

JCM Corporate employees have access to wellness activities including use of wellness spending benefits, education sessions, and mental health surveys.

During 2020 and 2021, the rate of participation in JCM's staff wellness programmes recorded a steep decline, which is primarily attributable to COVID-19.

This is an area where JCM can increase efforts to achieve improved outcomes through encouraging Corporate staff to engage with the wellness benefits and programmes on offer.

Percentage of staff participating in wellness programmes



2019:
90%

2020:
42%

2021:
37%



SKILLS DEVELOPMENT AND TRANSFER

Efforts to ensure that there is ongoing skills development and transfer at JCM's various projects remain ongoing and there has been a considerable increase in the hours

of formal training provided to workers at the various projects in the past two years. This results mainly from the increase in construction activity.

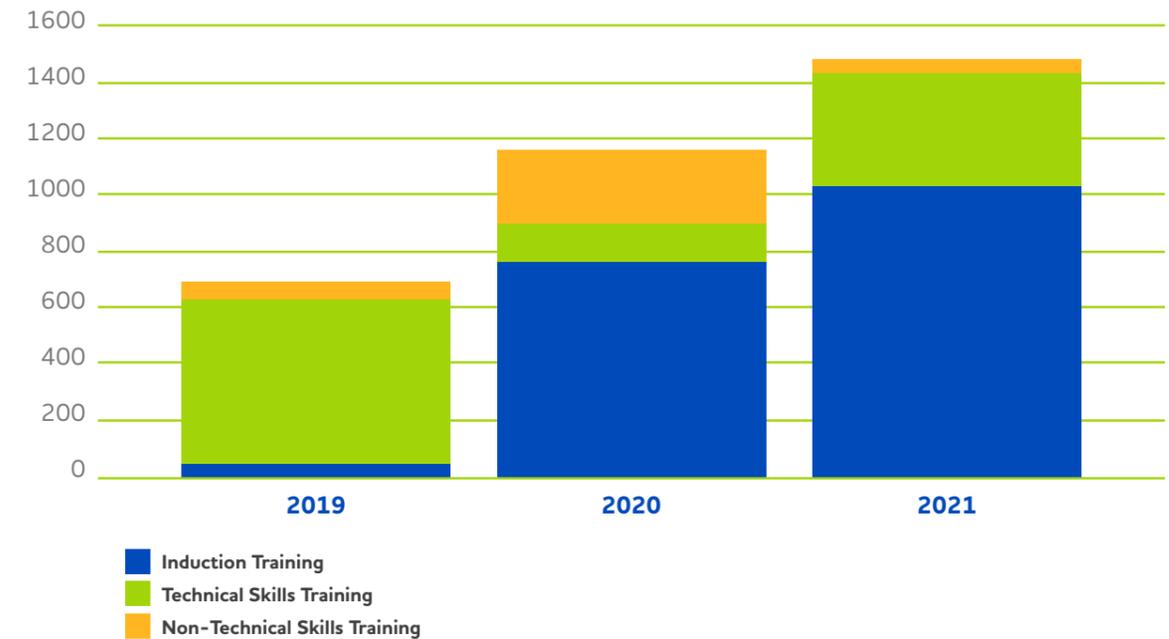
TOTAL NUMBER OF FORMAL TRAINING HOURS

	2019	2020	2021
SALIMA	96	926	290
GOLOMOTI	N/A	N/A	757
HAWA	240	42	24
JPL	N/A	N/A	125
CORPORATE	363	161	223
TOTAL	699	1,129	1,419

TOTAL NUMBER OF INDUCTION TRAINING HOURS

	2019	2020	2021
SALIMA	16	740	284
GOLOMOTI	N/A	N/A	748
HAWA	0	25	25
JPL	N/A	N/A	29
CORPORATE	14	14	12

Total Number of Hours Training by Type



TOTAL NUMBER OF TECHNICAL SKILLS TRAINING HOURS

	2019	2020	2021
SALIMA	80	21	6
GOLOMOTI	N/A	N/A	9
HAWA	240	17	50
JPL	N/A	N/A	89
CORPORATE	300	67	170

TOTAL NUMBER OF TRAINING HOURS (Non-Technical Skills Only)

	2019	2020	2021
SALIMA	0	165	0
GOLOMOTI	N/A	N/A	0
HAWA	0	0	0
JPL	N/A	N/A	7
CORPORATE	49	80	41

TOTAL NUMBER OF TRAINING HOURS (Toolbox Talks)

	2019	2020	2021
SALIMA	12,772	165*	507
GOLOMOTI	N/A	N/A	281
HAWA	456	459	466
JPL	N/A	N/A	465

*Data is from June to December 2020

Percentage of employees receiving regular performance and career development reviews.

As was the case in 2019, 100% of JCM Corporate employees received regular performance and career development reviews in 2020 and 2021.



Corporate Reviews in 2019, 2020 and 2021

From Chef to Restaurateur

Promise joined the JCM Staff kitchen as a Chef for the Salima Solar PV project. After commissioning of the project, Promise was transferred to continue working as a Chef for the Golomoti Solar Project for seven months. After commissioning the project, Promise with his fellow workmate were supported by the company to start their own restaurant. Currently they are supplying food to the company.



I am very grateful for the employment opportunity that was given to me by JCM which has now enabled me to start my own business. The job gave me a chance to raise enough capital to start a business on my own. I have been able to enhance my catering skills with the different international menus that I was working on as I was employed by the company.



Promise Panyani: Former Project Chef



PARTNERS

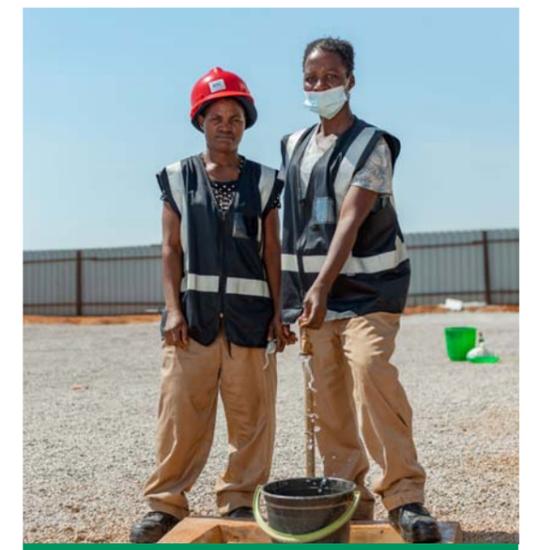
RELATIONS WITH THE COMMUNITY AND LOCAL DEVELOPMENT

JCM aims to engage with stakeholders to establish and maintain our social licence to operate, and manage the reputational, financial and operational risks associated with our business. Engagement with stakeholders at the project level is operationalised through the Stakeholder Engagement Plan (SEP) and the Community Grievance Mechanism (GM).

The 2020 JCM ESMS Audit scored JCM 4/5 for the Stakeholder Engagement, Communication and Grievance Management component. At the time, no process had been formalised to ensure important and relevant E&S information relating to E&S performance and key topics were communicated to all personnel and to ensure that there is consistency in communicating E&S issues to drive E&S performance.

JCM has since ramped up its efforts to ensure that there are multiple Grievance Redress Mechanisms

for different situations. Various mechanisms now exist to ensure that there are appropriate channels through which employees and community members can anonymously log a grievance and with the comfort of knowing that their grievance will be treated with the utmost sensitivity. This is especially true in the case of grievances related to GBVH.



GBVH Grievance Mechanism

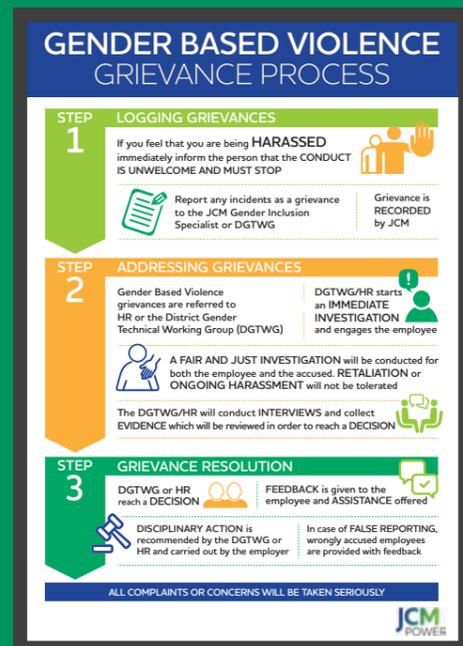
Following the incidents of GBVH at Salima, the need for a grievance mechanism specifically for GBVH incidents came to light. JCM has subsequently become a member of the Gender Technical Working Group and developed a grievance process specifically for GBVH cases.

Employees are now encouraged to log any grievance related to GBVH to HR or the District Gender Technical Working Group. JCM's Gender Inclusion Specialist is directly involved with these grievances. Once any incident has been logged, she facilitates the

process to ensure that the employee or community member receives the necessary physical treatment and/or mental wellness support.

This mechanism is being utilised, which suggests that it is functioning as intended. All efforts are being deployed to ensure that any such cases are minimised.

There are also specific processes for managing village and work grievances, in order to ensure that these are addressed and resolved appropriately.



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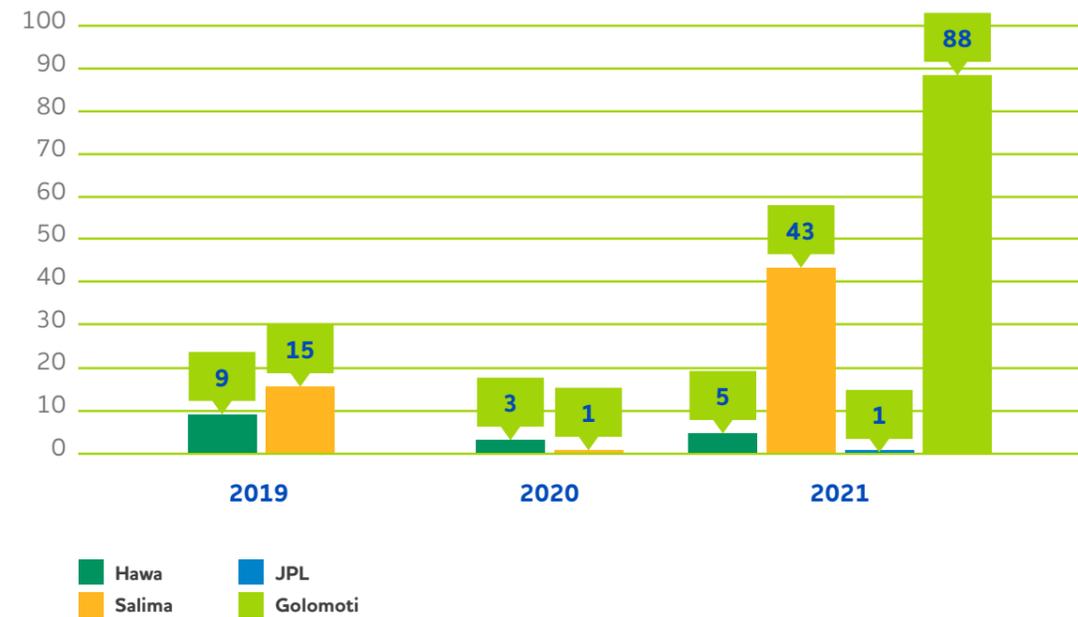
TOTAL NUMBER OF COMMUNITY GRIEVANCES

Across the various projects, a total of 24, 4 and 137 community grievances were logged in 2019, 2020 and 2021 respectively. All of these grievances were logged through non-judicial mechanisms.

The relatively high number of grievances reported in 2021 in particular is a function of both the project phase – 88 grievances were logged at the Golomoti construction site – as well as the increase in the number of projects run by JCM.

Although grievances are always a cause for concern, JCM views the high number of grievances pursued as an indication that its efforts to facilitate open dialogue with both the workers and community members is functioning as intended. It is illustrative of an effective grievance mechanism, which is achieved, for example, by ensuring that grievance boxes are placed in strategic locations, enabling members to anonymously submit grievances.

Number of Community Grievances



PERCENTAGE OF GRIEVANCES RESOLVED

In addition to having an effective grievance redress mechanism, JCM has managed to resolve almost all grievances that were logged during the reporting period, extending the high resolve rate achieved in the first year of reporting (2019).



COMMUNITY GRIEVANCES RESOLVED

2020:
100%

2021:
99%



BRIBERY, CORRUPTION AND ETHICS

JCM remains committed to business practices underpinned by integrity, honesty, fair dealing and compliance with applicable law. The nature of the markets in which JCM operates requires that practices are governed by well-defined guidelines and parameters, which are set out in the JCM Code of Business Conduct (the "Code"). The Code serves as a standard against which to measure any activities and to identify any deviation from the Code.

A zero-tolerance approach to bribery and corruption remains in place and is applied through the Anti-Bribery and Corruption (ABC) Policy, which all employees are required to sign. Furthermore, leadership's commitment to incorporating the highest international standards and due diligence processes on ABC is enhanced through the position of the Chief Risk Officer, Martin Ritchie, as the Co-Chair of the Canadian Centre of Excellence for Anti-Corruption.

 **100%**

**Operations Assessed for
Risks Related to Corruption
in 2019, 2020 and 2021**



JCM have had no confirmed incidents of corruption reported to the Board, through its various whistle-blowing and anti-corruption platforms. There is ongoing training being done with regard to ABC, with all new employees required to undergo such training. The implementation of the ABC Policy is supported by JCM's KYC Policy. Third party independent integrity checks and interviews are done for all new partners to ensure that they have no history of bribery and corruption.

Third party independent integrity checks and interviews are done for all new partners to ensure that they have no history of bribery and corruption.

The partners that are subject to such checks include:

- ✓ Ultimate beneficial owners and companies involved in M&A activity (i.e. sellers);
- ✓ Ultimate beneficial owners and companies involved in divestments (i.e. buyers);
- ✓ Corporate equity shareholders;
- ✓ Project equity investors;
- ✓ Corporate debt providers;
- ✓ Project debt providers;
- ✓ Board members – both corporate and project level;
- ✓ Service organisations (e.g. local lawyers, accountants, engineering, procurement, and construction contractors, etc.);
- ✓ Full-time and part-time consultants; and
- ✓ Executive management.

ENVIRONMENT

Efforts to combat climate change and practices to protect the natural environment are governed by JCM's Environmental and Social (E&S) Policy.

JCM is committed to using proven and advanced technologies to achieve the lowest carbon footprint, while providing a superior source of energy. During the reporting period, JCM's on-site generation capacity has increased substantially, up 110% since the 2019 reporting period to a total of 337,299 KWh. The bulk of this was generated at the JPL and Hawa wind farms, with only a relatively small proportion ascribed to solar generation at Salima. This is a function of Salima only becoming operational in October 2021. Considering that Golomoti became operational in Q1 2022, there should be a more even distribution between solar and wind energy generated in the next reporting period.

Not only does JCM contribute to the reduction of GHG's through the production of renewable energy, but we acknowledge that the consequences of climate change are upon us, and we need

to be able to adapt to manage the impact that this has on our operations. To this end, JCM undertook a Climate Change Adaptation study, enabled by a grant funded by IFU, for each of its projects to understand the potential future risks that climate change could pose to its operations. Furthermore, the studies were used to develop mechanisms that manage these risks and adapt to potential future risks. Going forward, JCM will integrate climate change adaptation thinking into the development and operation of its projects.



JCM On-Site Generation Capacity since 2019



IFU has had the pleasure of witnessing JCM taking on the challenge of understanding the impact of climate change on their operations. It is very proud to have supported JCM on this initiative. JCM has now made this part of their project development and management process, which will enable more robust and sustainable operations into the future.

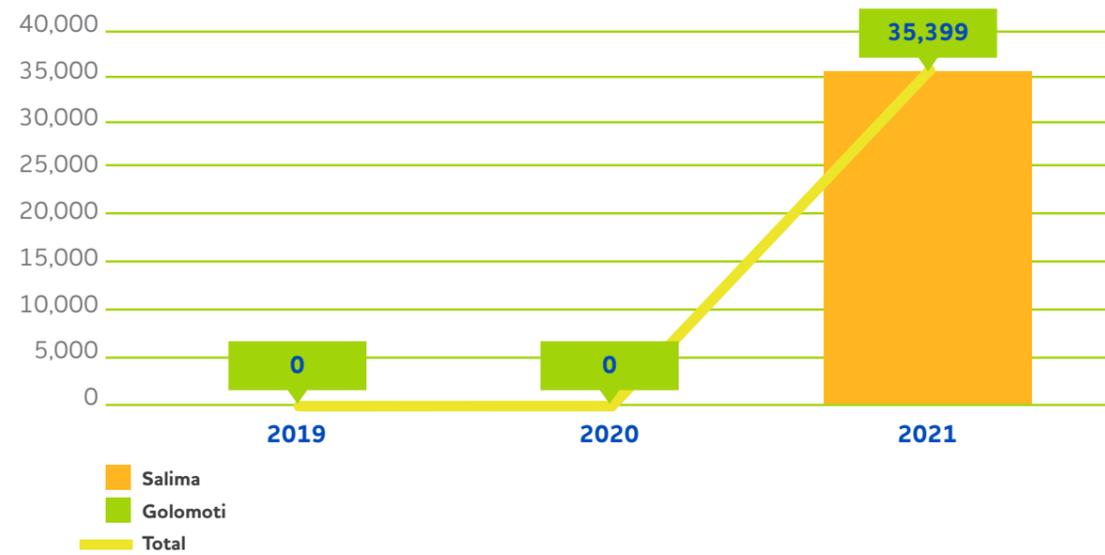
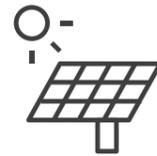
Rikke Carlsen, Sustainability Director, IFU



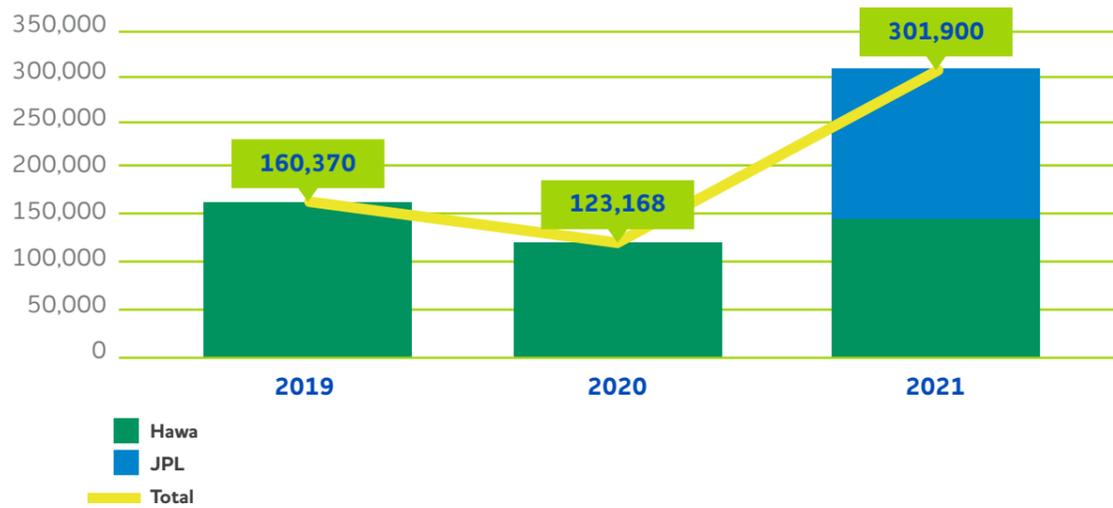
INVESTMENT FUND FOR DEVELOPING COUNTRIES

RENEWABLE ENERGY GENERATION

Total Volume of Solar Electricity Generated (MWh)



Total Volume of Wind Electricity Generated (MWh)

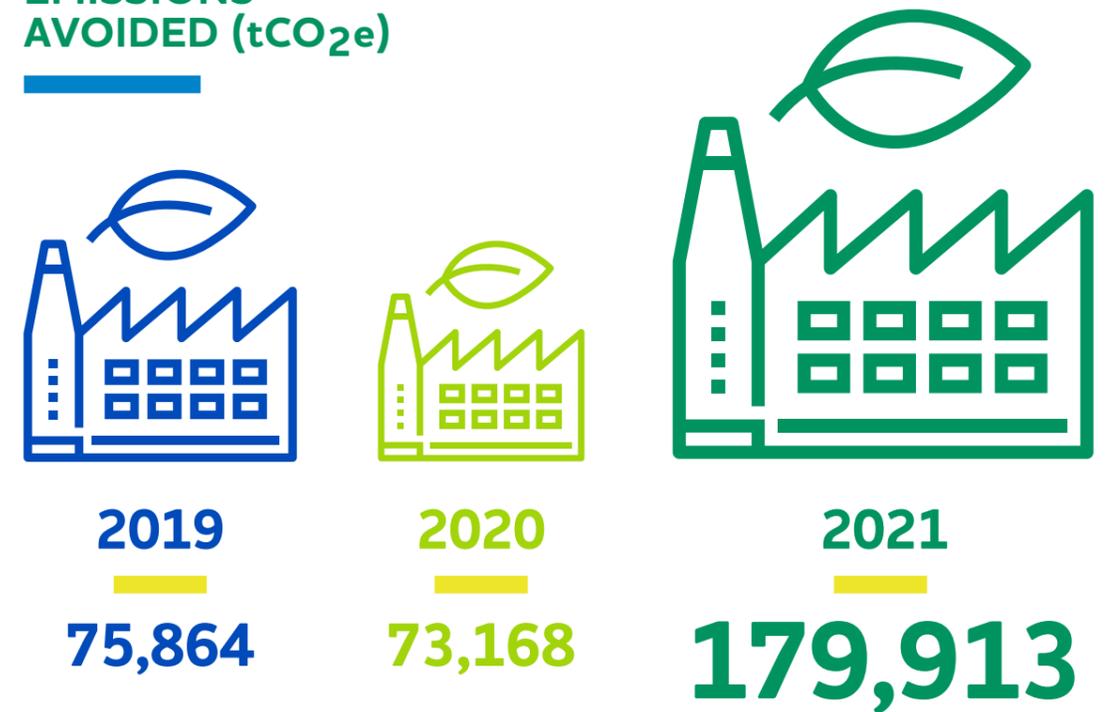


The significant increase in the volume of electricity generated at JCM's project sites has had a material impact on the GHG emissions avoided during the reporting period.

The cumulative emissions avoided have more than offset all Scope 1, 2 and 3 emissions transmitted by JCM in the reporting period (see Carbon Footprint section). As JCM expands its operations and ramps up generation capacity,

it is expected that the value of avoided emissions will continue reporting significant growth in the short to medium term. At the same time, the carbon emissions tend to be heavy during the construction phase – especially taking into consideration Scope 3 emissions. The total emissions value is therefore expected to be heavy during the construction phase for each project, after which it will decline materially.

EMISSIONS AVOIDED (tCO₂e)



ACCESS TO CLEAN AND AFFORDABLE ENERGY

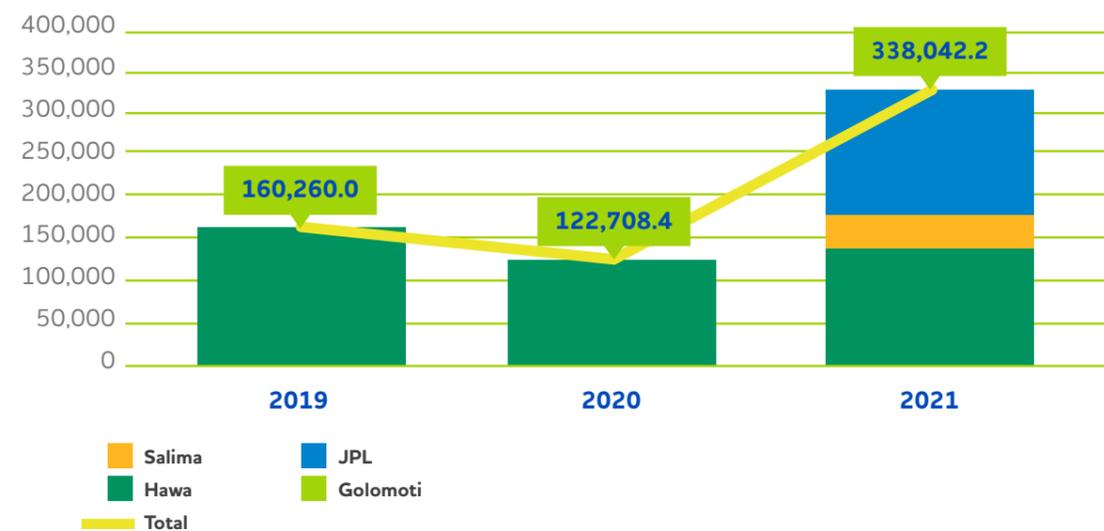
The impact that JCM is generating from a climate change perspective is rapidly increasing as its ability to generate clean and affordable energy ramps up alongside the broader expansion of the business. Between 2019 and 2021, the volume of energy delivered to offtakers more than doubled to 334,952.3 MWh.

In addition to the energy that is being generated at operations, there are also various CSR initiatives that leverage JCM's expertise in solar energy generation to provide access to clean and affordable energy to

surrounding communities. Clean energy technology is further being utilised to enable the provision of other essential services, such as water reticulation systems.

As JCM's presence in energy-scarce markets grows and relationships with various stakeholders deepen, so too will opportunities to meaningfully increase its ability to broaden the availability of clean and affordable energy in these markets through expanding installed generation capacity and improving access rates.

Energy Delivered (MWh) to Offtaker(s)



It gives me great pleasure to see how JCM's vision of advancing the clean energy age is really taking shape. An increase in the emissions avoided (tCO₂e) of over 130% from 2019 to 2021 clearly illustrates this. Looking forward I am excited to see how these figures will continue to climb as our operations in Malawi, along with other new projects, produce clean renewable energy.

Jon Bahen, Chief Operating Officer, JCM



Hawa/JPL Distribution of Solar Panels

Both Hawa/JPL projects have provided solar panels to the neighbouring villages. The solar panel sets consist of a 150-watt solar panel, battery, pedestal fan, and four lightbulbs.

Over 60 panels have been distributed thus far with the distribution being accompanied by training on their use to create a sense of ownership by the community members.

The provision of solar panels has improved the community members' ability to maintain sustainable livelihoods in the villages and have enabled them to transition from a nomadic lifestyle to a largely sedentary lifestyle. Sedentary living has had positive effects for women in particular, who would previously shoulder the physical burden of seasonal moves, and sometimes suffered pregnancy complications due to the stress of relocating.



“

Before receiving the solar panels, we could not do anything after sunset; even having our meals in the dark. Now, after receiving the solar panels, we have light in our kitchens, can charge our cellphones, and even watch television. We feel safer now as we can see when there is danger around, such as snakes entering our homes. Importantly, our children can now do their homework with light! We are thankful to the JPL project for providing us with these solar panels.

—
Muhammad Aslam Brohi, Dhani Bux Brohi Village

”





Solar-Powered Water Reticulation System at Chikololere Primary School Borehole

An elementary school water project in Chikololere near to the Golomoti project has successfully brought running water to 1,990 students, twenty teachers, and the surrounding community of more than 150 households, by installing a borehole and water tank with a solar pumping system.

The school has been experiencing a serious water challenge as the school only had one borehole which was also being shared with community members, so as to provide water to over 2,000 people.



“

With the taps close to our classes, we drink clean water when we need it. We no longer walk long distances or miss classes. It has also become easier to clean our classrooms and toilets.

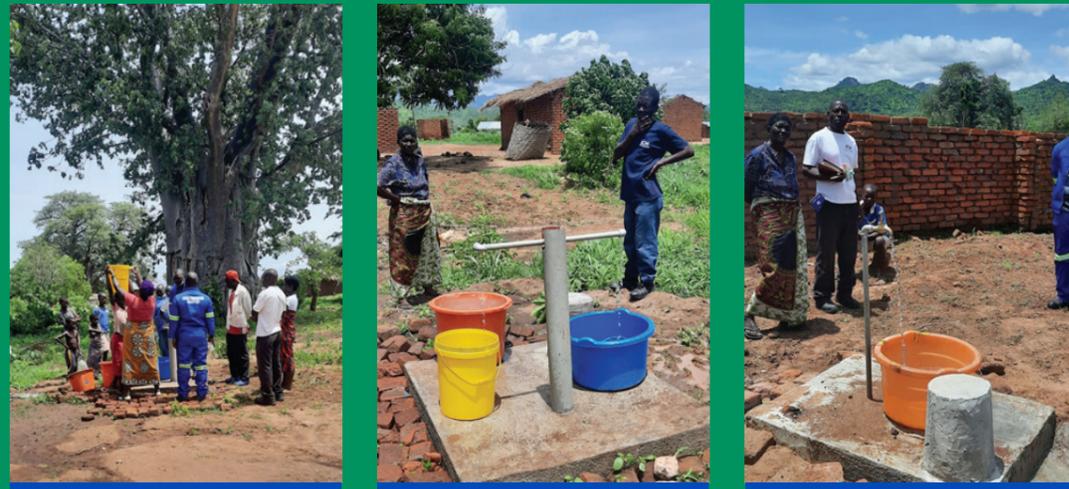
Sabina, Grade 9 student who dreams of becoming a nurse

”

Msamala Community Solar-Powered Water Reticulation System

As part of the Golomoti community CSR projects, JCM engaged a local contractor to install a solar-powered water reticulation system with a new 5,000-litre water tank which is benefitting four villages in the Msamala Community. The primary objective of the water project in the community was increasing access to safe, clean drinking water. With the project's completion, over 250 households have access to water via a faucet that has been placed through a community kiosk in all the four villages.

Group Village Headman Chisaka, the only female chief in the community, is very thankful because the water project has made a great difference for her community. She saves a significant amount of time that previously had to be spent travelling to and from the village borehole, which usually had long queues.



“

I am very thankful the water project was established in our village. It is very helpful and enables the community to have a new lifestyle, especially the women who had to spend half of their day drawing water.

—
Chisaka, Group Village Headman

”

“

It would take me a lot of time to get to the borehole and when I got there, the borehole would normally have very long queues, so I had to wait for a long time before I could draw the water. By the time I had done my chores, I would often report to school late and was sometimes sent home for this reason. By the time I got to school, I would already be tired and some of the girls from my village even dropped out of school because of these challenges.

—
Edna, Local School Student

”

MANAGEMENT OF ENVIRONMENTAL IMPACTS

Despite the significant environmental benefits of renewable energy, the development of solar and wind projects does have environmental impacts. Most environmental impacts occur during the development and construction phases of a project. The degree and types of impacts caused by renewable energy projects vary based on the site's location and environmental characteristics.

Emissions, water withdrawal, waste generation and increased transportation to and from the site area are typical impacts during the construction phase of a project. JCM is committed to minimising environmental impacts and increasing local benefits. We monitor and mitigate each of these impacts by implementing specific management plans.



CARBON FOOTPRINT

By providing clean electricity, our plants reduce greenhouse gas emissions where we operate. However, we acknowledge that our own operations and the construction of our plants produce greenhouse gas emissions (GHG emissions). We therefore record these emissions and seek to minimise them wherever possible.

During the reporting period, our construction projects were the largest emitters, with Salima contributing the bulk of the GHG emissions in 2020 (97%), whereas Salima and Golomoti made up the majority of the 2021 emissions (50% and 44%, respectively).

This is a function of the project phase which typically requires operating large construction machinery and vehicles, as well as gas and/or diesel fuelled generators. It is also during the construction phase that the Scope 3 emissions attributable to the manufacturing of raw input materials are accounted for, which further underpins GHG emissions during this phase of the projects.

The carbon footprint of projects reduces dramatically once the construction phase is over; the renewable energy generated by operational sites more than offsets the upfront emissions.

GHG EMISSIONS

SCOPE 1

Emissions are direct emissions from owned or controlled sources.

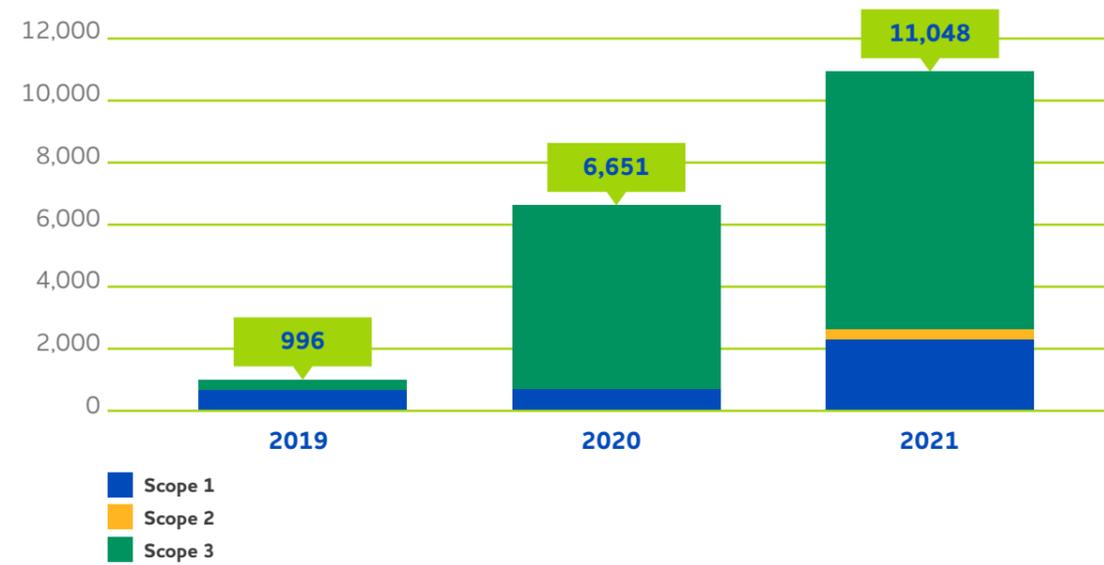
SCOPE 2

Emissions are indirect emissions from the generation of purchased energy.

SCOPE 3

Emissions are all indirect emissions (not included in Scope 2) that occur in our value chain, including both upstream and downstream emissions.

Total Scope 1, 2 and 3 Emissions (tCO₂e)



2020 GHG EMISSIONS (tCO₂e)

	TOTAL SCOPE 1	TOTAL SCOPE 2	TOTAL SCOPE 3	TOTAL SCOPE 1, 2, 3	TOTAL EMISSIONS GENERATED
SALIMA	770	0	5,680	6,450	0
GOLOMOTI	N/A	N/A	N/A	N/A	N/A
HAWA	33	0	0,00	33	73,168
JPL	N/A	N/A	N/A	N/A	N/A
CORPORATE	140	13	16	169	0
TOTAL	943	13	5,696	6,651	73,168

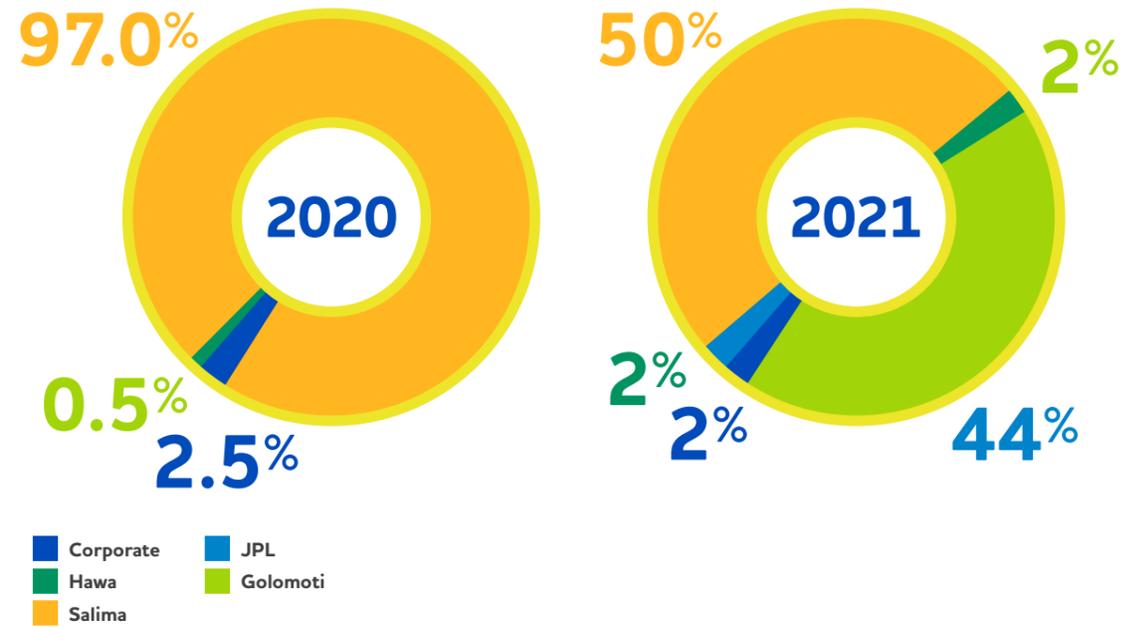
2021 GHG EMISSIONS (tCO₂e)

	TOTAL SCOPE 1	TOTAL SCOPE 2	TOTAL SCOPE 3	TOTAL SCOPE 1, 2, 3	TOTAL EMISSIONS GENERATED
SALIMA	1,245	9	4,267	5,521	570
GOLOMOTI	994	0	3,902	4,897	0
HAWA	28	107	106	241	84,337
JPL	50	154	0	204	95,005
CORPORATE	140	39	5	184	0
TOTAL	2,458	309	8,281	11,048	179,913

The carbon footprint of projects reduces dramatically once the construction phase is over; the renewable energy generated by operational sites more than offsets the upfront emissions.



Total Scope 1, 2, 3 Emissions

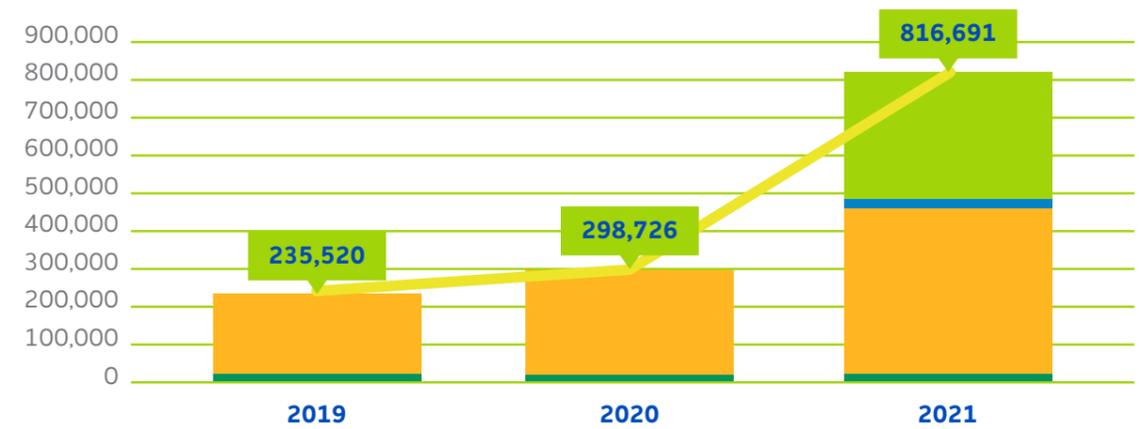


FUEL CONSUMPTION

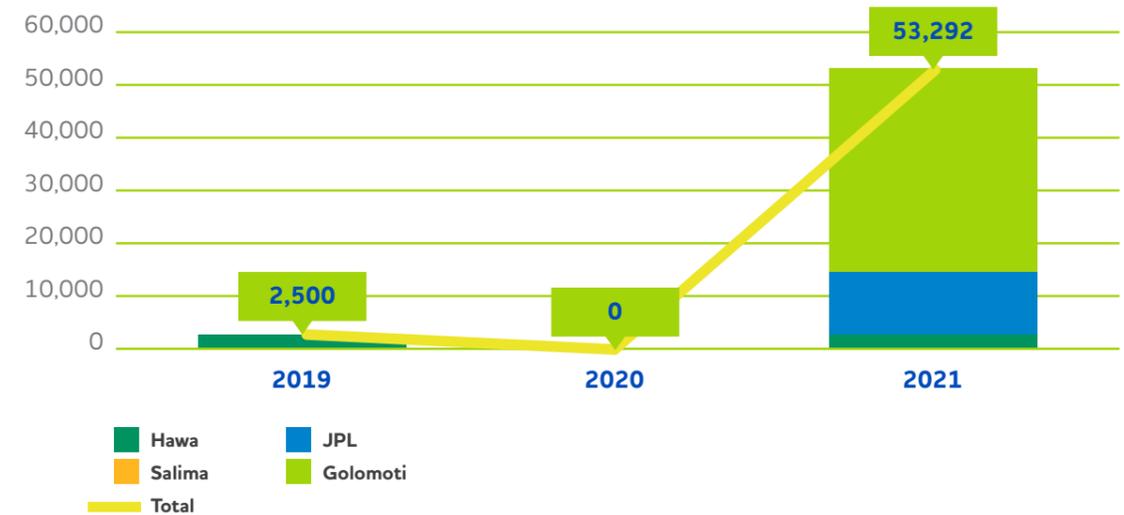
Fuel consumption contributes to JCM's carbon footprint, mostly through on-site fuels consumed to operate generators during the construction phase.

Efforts to ensure that fuel consumption is done efficiently are underpinned by JCM's Air Quality Management procedure, which forms part of the ESMS.

Total Volume (Litres) of fuels consumed (Vehicles + Generators) - Diesel



Total Volume (Litres) of fuels consumed (Vehicles + Generators) - Petrol (Gasoline)



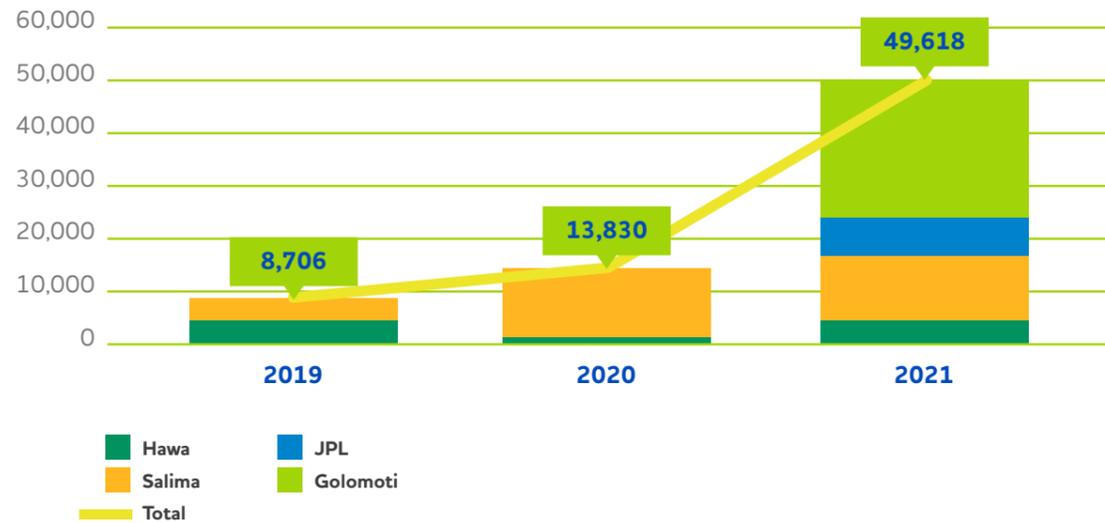
WATER USE

The acquisition and development of two new projects in the reporting period has resulted in a significant increase in net water withdrawals.

Significant water withdrawal volumes are typically seen during the construction phase, as is evident for Golomoti in 2021. JCM monitors and mitigates the impact of these through specific management plans.

The acquisition and development of two new projects in the reporting period has resulted in a significant increase in net water withdrawals.

Net Water Withdrawals (Kilolitres)



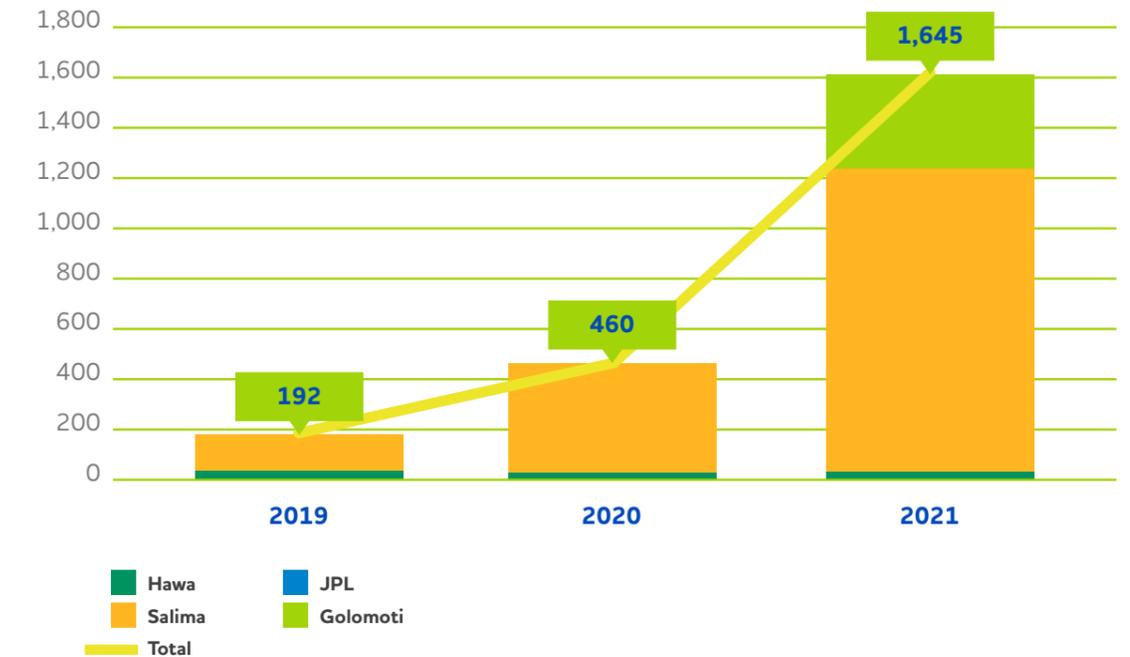
WASTE MANAGEMENT

JCM continues working hard to monitor, manage and reduce our wider environmental impact including waste generated. This is governed by our Waste Management Procedure.

Nevertheless, there are no formal waste recycling programmes currently

in place and the development of such initiatives may be considered in the future, where feasible. The geographies in which JCM operate typically do not offer hazardous waste management or recycling facilities. This makes it difficult to find more efficient mechanisms to manage waste.

Total Waste (Hazardous and Non-Hazardous Tonnes) Generated from Project Company Construction and Operations



COMPLIANCE TO ENVIRONMENTAL LEGISLATION

JCM has had zero reported incidents of non-compliance with environmental legislation across its various projects.

Specifically, there have been no cases related to non-monetary sanctions for non-compliance with environmental laws and/or regulations; and zero expenditures for soil and groundwater remediation and investments. JCM has received no monetary fines for non-compliance with environmental laws and/or regulations.

JCM has received no monetary fines for non-compliance with environmental laws and/or regulations.

SOCIAL

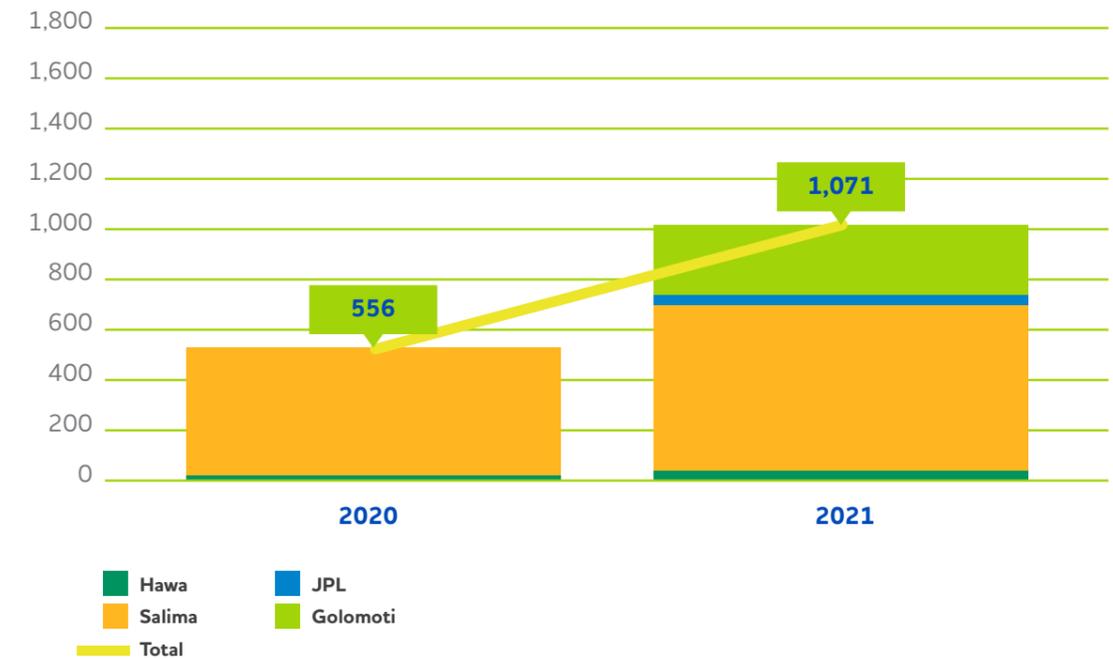
ECONOMIC DIVERSIFICATION

JCM aims to promote activities that support local development in the countries where we operate. This forms part of our commitment to partnering with our host communities.

JCM is intentional about attracting and retaining as large a portion of our workforce as is possible from our project affected communities. This practice provides knowledge and technical skills transfer to the communities where we operate.

A significant number of the jobs that are created through our projects originate during the construction phase. Workers are provided with important technical skills and experience that make them more eligible for work in the future

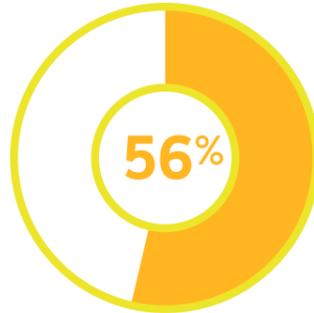
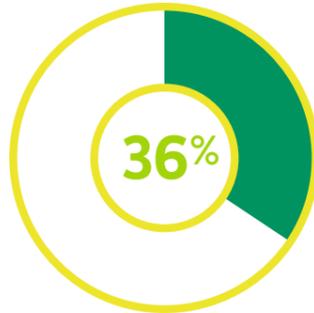
Total Number of Staff (Employees and Contractors) Employed from Local Communities



Percentage of Staff from Local Communities

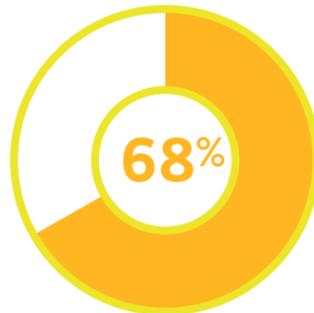
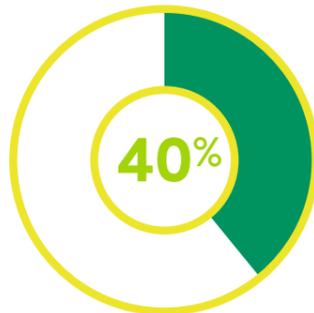
2019

- Hawa
- Salima



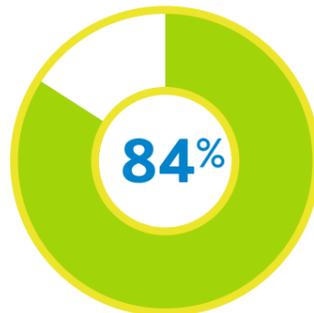
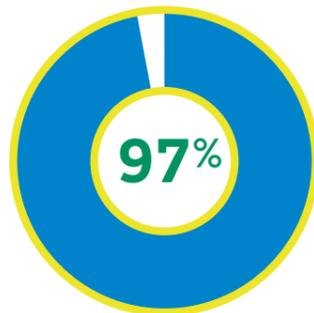
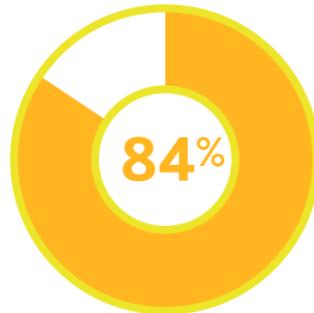
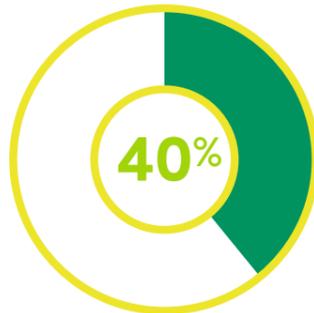
2020

- Hawa
- Salima

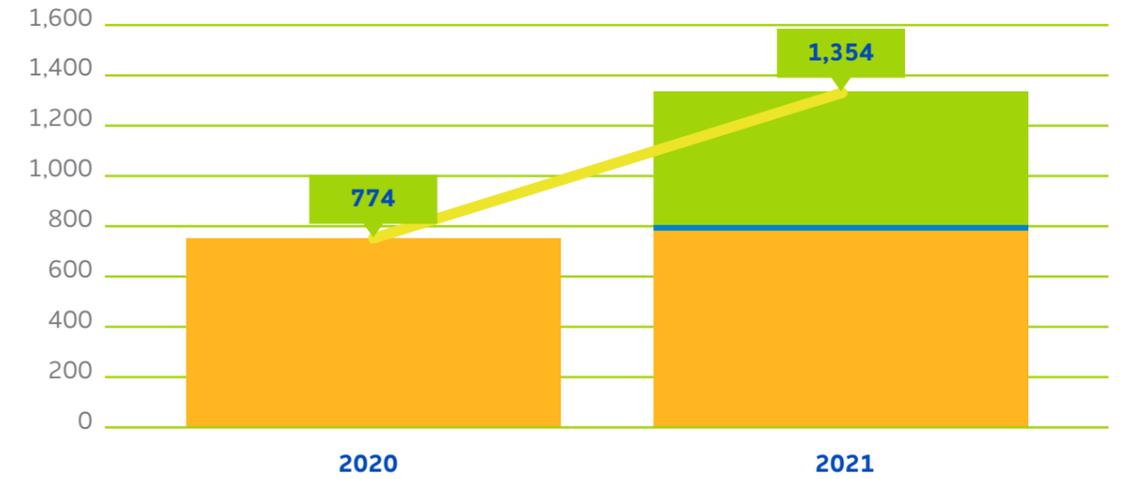


2021

- Hawa
- Salima
- JPL
- Golomoti

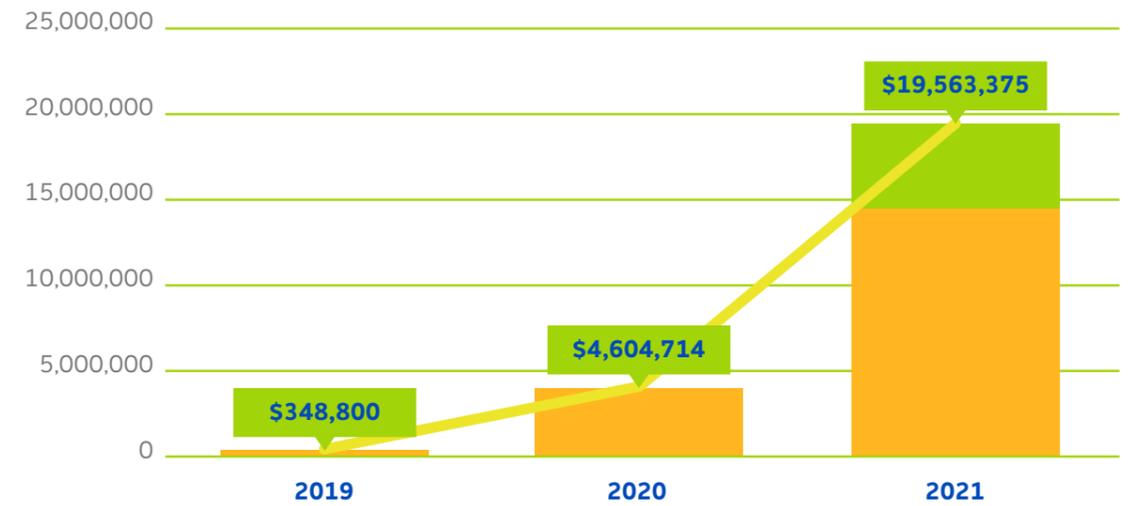


Number of New Jobs Created



- Hawa
- Salima
- JPL
- Golomoti
- Total

Expenditure on Local Goods and Services



- Hawa
- Salima
- JPL
- Golomoti
- Total

Hiring of Local People at Hawa and JPL

Job preference is given to local community members for unskilled labour needs at the Hawa and JPL project sites. These jobs include security watchmen and teaching staff. As of December 2021, JPL employed 29 watchmen at the turbines, four watchmen at the masts, and three teachers from

the neighbouring villages, while Hawa employed 29 watchmen at the turbines and two watchmen at the masts. Employment opportunities have therefore provided a source of stable income to local people in a region where the employment rate is only 18%.



I am greatly obliged to JPL for giving me a job. I was unskilled and was barely living hand to mouth. Now I have a job, and I get a salary which has made my life worth living. I am now a trained watchman, and I can get the job anywhere. I am taking care of myself and my family needs in a much better way as compared to when I was unemployed. I enjoy peace of mind as a result. Thank you, JPL.

**Lal Muhammad Brohi S/O Ghulam Haider
(JPL Local watchmen WTG# 09)
Village Name: Muhammad Hassan Brohi**



PROTECTION OF HUMAN RIGHTS

JCM's approach to human rights is based on the values of respecting the dignity of every human being and recognises our responsibility to contribute to the well-being of local communities and other stakeholders. JCM is committed to adherence with the 2011 UN Guiding Principles on Business and Human Rights, International Labour Organisation (ILO) conventions and the IFC Performance Standards. As such, JCM has translated the pillars of the UN Guiding Principles into how we do business at the Corporate level, by: ensuring human rights is a focus of our E&S due diligences for potential investments; providing our employees and stakeholders with a means for reporting on business-related human rights abuse through the various grievance mechanisms; and committing to provide a productive, non-discriminatory, exploitation-free, decent, safe and healthy working environment for our employees.

Respecting the rights of the people working for JCM, our Project-Affected-Persons (PAPs) and the greater communities which we operate in is fundamental to building mutually beneficial and lasting relationships. The goal is to ensure continuous compliance with IFC Performance Standards and to avoid any practice harmful to our stakeholders' rights.



GENDER BASED VIOLENCE AND HARASSMENT

A specific human rights issue that came to light at JCM was Gender Based Violence and Harassment*

One way JCM has responded to this specific issue, over and above the training in human rights policies and procedures, is by increasing efforts related to training and awareness creation on GBVH specifically.

There are various mechanisms through which this training is being delivered:

INDUCTION TRAINING

This training is done for all construction workers (both contractors and JCM employees) at JCM project sites. JCM's induction training educates workers on the GBVH Policy, including a summary of what is contained in the policy and channels through which incidents

can be reported, as well as providing examples of prohibited conduct and the consequences of non-compliance with the GBVH Policy.

TOOLBOX TALKS

These training sessions provide more in-depth coverage of the GBVH Policy.

TRAINING TARGETED AT THE COMMUNITY

Community engagements included mass community meetings, monthly community activist meetings, monthly community action group meetings, monthly Village Grievance Redress Mechanism and Village Grievance Redress Committee meetings, school engagement meetings and monthly community monitoring meetings with separate men and women groups.

*Refer to Case Study: Grace Kaonga: Pioneering Gender Inclusion on page 129.

Number of GBVH-Related Training and Activities

GOLOMOTI	2020	2021
SITE INDUCTIONS	0	789
TOOLBOX TALKS	0	2
GBVH COMMUNITY MEETINGS	2	32
GBVH CAMPAIGNS	0	5
COMMITTEE MEETINGS	0	3

SALIMA	2020	2021
SITE INDUCTIONS	740	1,038
TOOLBOX TALKS	4	2
GBVH COMMUNITY MEETINGS	28	48
GBVH CAMPAIGNS	8	6
COMMITTEE MEETINGS	0	6



RELATIONS WITH THE COMMUNITY AND LOCAL DEVELOPMENT

JCM has ramped up efforts to engage with the communities it operates in by running multiple initiatives that underpin its commitment to CSR. These programmes are designed to help develop and support the

communities where JCM projects operate and are continually monitored and reported on through the development of monthly CSR reports.



FMO is proud to have provided support to JCM in the development of their GBVH Action Plan and improved stakeholder engagement through the provision of specialist training and dialogue facilitation in Malawi. JCM has demonstrated private sector leadership regarding GBVH-response and community investment programmes.

Marta Juhasz, Senior E&S Associate, FMO



FMO

Grace Kaonga: Pioneering Gender Inclusion

JCM was notified of a GBVH allegation in 2020 and took immediate steps to address the issue.

Firstly, JCM partnered with a specialist external GBVH consultant who undertook a rapid assessment of the situation to obtain clarity around the issue. Thereafter, a permanent Gender Inclusion Specialist (GIS), Grace Kaonga, was appointed to implement Salima's Gender Action Plan. Grace has extensive experience in human rights, as well as in working in multi-cultural and cross-cultural work environments. Her professional experience includes working as a Gender and Women Human Rights Officer at the Malawi Human Rights Commission, where she played a critical part in the development of the Gender Equality Act Implementation and Monitoring Plan between 2016 and 2020.

In 2021, Grace completed a Certificate of Excellence: Regulation for SDG 7 from the Enel Foundation as well as obtained a certificate for the Re-skilling Lab-Introduction

to the Value Chain of the Renewable Energy Decentralized Systems from the Micro-Grid Academy. She is currently doing an MSc. in Energy Policy at the University of Sussex and is also a Mentee for Women in Renewable Energy in Africa through the Global Women's Network for the Energy Transition (GWNET) and the IFC.

Grace Kaonga was appointed to implement Salima's Gender Action Plan. Grace has extensive experience in human rights, as well as in working in multicultural and cross-cultural work environments.



Grace's appointment as GIS has been instrumental in driving the implementation of Salima's Gender Action Plan and the key priority areas targeted by the plan, including:

- 1. Prevention of incidents of project-related GBVH in the community;**
- 2. Provision of services for survivors of GBVH;**
- 3. Prevention of GBVH in the workplace;**
- 4. Readiness to respond to GBVH incidents in the workplace; and**
- 5. Research, data collection and monitoring & evaluation.**

JCM's experience related to GBVH has emphasised the need to embed gender issues in the project development process in particular. Undertaking in-depth baseline studies during the feasibility phase aim to prevent incidents from

occurring; to respond when studies reveal that incidents have occurred; and to develop bespoke gender action plans for projects that seek to address gender-related risks and opportunities.

Considering this, JCM realises the responsibility of developers to invest more in understanding and managing gender-related issues, particularly during the construction phase of a project, where the risks of GBVH are at their highest and the opportunities for women's empowerment are also the greatest.



“
At JCM we believe that achieving gender equality and the elimination of Gender Based Violence and Harassment in the workplace and project-affected communities requires a multi-stakeholder engagement approach. Our Gender Equality Management Plan focuses on increased engagement with our employees, contractors, the project-affected community members and volunteers, and the District Gender Technical Working Group including CSOs. Promoting gender equality and creating a GBVH-free society is everyone's responsibility. As a gender-forward business, JCM will continue breaking the biases as we advance the clean energy age, along with the advancement of gender equality through effective stakeholder engagement and compliance to the guiding UN Women Empowerment Principles.

—
Grace Kaonga – Gender Inclusion Specialist, JCM



SOCIO-ECONOMIC DEVELOPMENT

The significant increase in JCM's community involvement in the past two years is captured in a steep increase in the Socio-Economic Development (SED) spend in 2020 and 2021, with the value having increased manifold in 2020 before posting double-digit growth (+27.5%) in 2021.

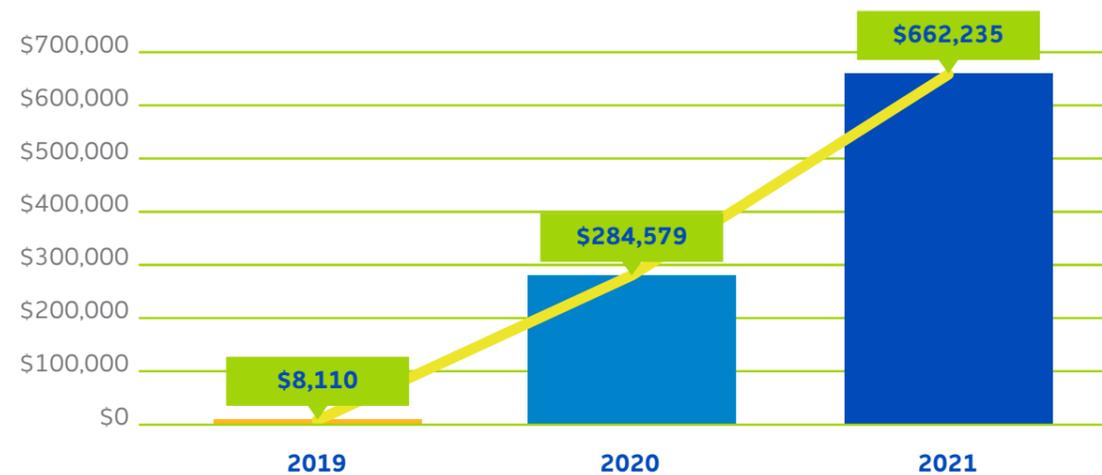
In addition to the SED spend, efforts to enhance community skills development have also been ramped up, with 9,577 hours of skills development training delivered in 2021.

Through supporting host communities in addressing the most acute needs in their unique contexts and environments, JCM is able to solidify its relationship with these communities as a trusted and committed development partner.

SOCIO-ECONOMIC DEVELOPMENT

	2019	2020	2021
COMMUNITY SKILLS DEVELOPMENT (SPEND)	\$0	\$0	\$81,229
COMMUNITY SKILLS DEVELOPMENT (HOURS)	0	0	9,577
SOCIO-ECONOMIC DEVELOPMENT (SPEND)	\$8,110	\$284,579	\$662,235

Socio-Economic Development Spend



Creating a good rapport and being socially accountable to the many dynamic communities around the company has been a fantastic job to do.

Seeing a girl child being supported with school bursary funds from the company's CSR commitment is not only exciting but encouraging as a starting point for the many deserving vulnerable students who are going to benefit from the initiative within the project-affected communities.

Livestock distribution to the project-affected people has greatly revived their hopes in livelihood restoration as the livestock is a direct source of food, a source of manure for crops, and a source of income in times of great need.

Levison Masamba, Community Liaison Officer (CLO), Salima Solar Project



Integrated Pathway for Improving Maternal, Newborn and Child Health Project (InPATH)

In 2019, JCM and CowaterSogema joined forces in Malawi where both Canadian companies are active. At the time, CowaterSogema had been implementing a maternal, newborn and child health (MNCH) initiative over the previous two years in Chitipa and Kasungu districts. Recognising the companies' shared values and commitment to support the social, environmental, and economic development in Malawi, a partnership was formed through the Cowater-Sogema-led Integrated Pathways for Improving Maternal, Newborn and Child Health (InPATH) initiative.

Through the establishment of this partnership, and project funding to the value of \$299,405, provided by JCM, additional funding was leveraged from the Government of Canada to expand the InPATH operations to Salima, the district which is host to the project. For context, the total value of the project, which was funded by

Global Affairs Canada (GAC), OneDrop and JCM, was \$25.8 million. JCM identified this unique opportunity which allowed us to join an existing consortium of private, public and civil society stakeholders, including Cowater International, OneDrop, Global Affairs Canada, The Government of Malawi, The Society of Obstetricians and Gynaecologists of Canada, and Plan International Canada Inc., and to benefit from established, strong working relationships with national and local governments in Malawi.



The goal of the 2016-2021 InPATH project was to contribute towards the reduction of maternal and child mortality in Kasungu, Chitipa and Salima.

The goal of the 2016-2021 InPATH project was to contribute towards the reduction of maternal and child mortality in Kasungu, Chitipa and Salima by strengthening local health systems and improving governance and accountability for results in Rural Maternal, Newborn and Child Health (RMNCH).

The estimated total number of direct and indirect beneficiaries of the InPATH Project was 1.5 million, of which 601,871 were direct beneficiaries. 173,440 of these direct beneficiaries were based at the Salima District, while 258,629 of the indirect beneficiaries were from the Salima District.



Direct and Indirect InPATH Beneficiaries

TOTAL

1.5m

DIRECT

601,871

DIRECT FROM SALIMA

173,440

INDIRECT FROM SALIMA

258,629

Hawa/JPL Medical Camps

Mobile medical camps are periodically set up at villages nearby to the Hawa/JPL projects. The camps provide free general health check-ups and refer patients who require long-term attention for free treatment. The services also offer awareness to the communities on general hygiene and substance abuse. In 2020, 96 patients were attended to from the Hawa-neighbouring villages (49% of which were female), and 251 patients were attended to from the JPL-neighbouring villages (51% of which were female). As of December 2021, two mobile medical camp visits were undertaken for the communities of both Projects.

Whilst the medical camps provide an opportunity for free general health check-ups, the limited services offered by the camps and the limited frequency with which the camps are run, are likely to have constrained the level of impact achieved. As a result, JCM is looking at opportunities to provide greater access to a range of general, fast-moving medication to increase our level of impact and improve the health of our communities.



“

The community around Hawa/JPL and surrounding areas are completely deprived of any health care facility which at times makes life miserable. I appreciate the efforts of Hawa/JPL as they are looking out for the poor people. The women need continual guidance related to hygiene and sanitation, and we use our interaction with the women to raise awareness on these issues. At the same time, Hawa/JPL management is fully aware of these issues and are taking appropriate steps. We visit Hawa/JPL on a six-monthly basis and are equipped with a state-of-the-art mobile medical unit during these visits.

—
Dr. Saima Amir

”

Hawa/JPL Provision of Clean Water

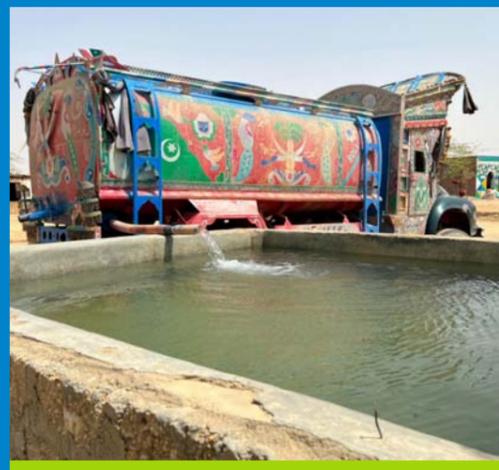
Hawa/JPL have provided access to water tanks which are filled with clean water on a monthly basis throughout the reporting period. In 2020, a total of 2,772,000 litres of water was provided by Hawa while 3,024,000 litres of water was provided by JPL. In 2021, Hawa/JPL delivered 2,520,000 litres of water to the community.

Community members are required to regularly clean all 21 of the 10,000-litre water tanks (as a way of achieving community-level buy-in towards maintaining and using the tanks). Community members are also trained in how to boil water and use it for practicing good hygiene.



The provision of clean water has relieved labour burdens for women in the community and children who previously travelled far to collect rainwater, which prevented them from attending school.

Water provision has also had knock-on effects on community health since the projects also sensitised on the use of clean water for sanitation and hygiene purposes.

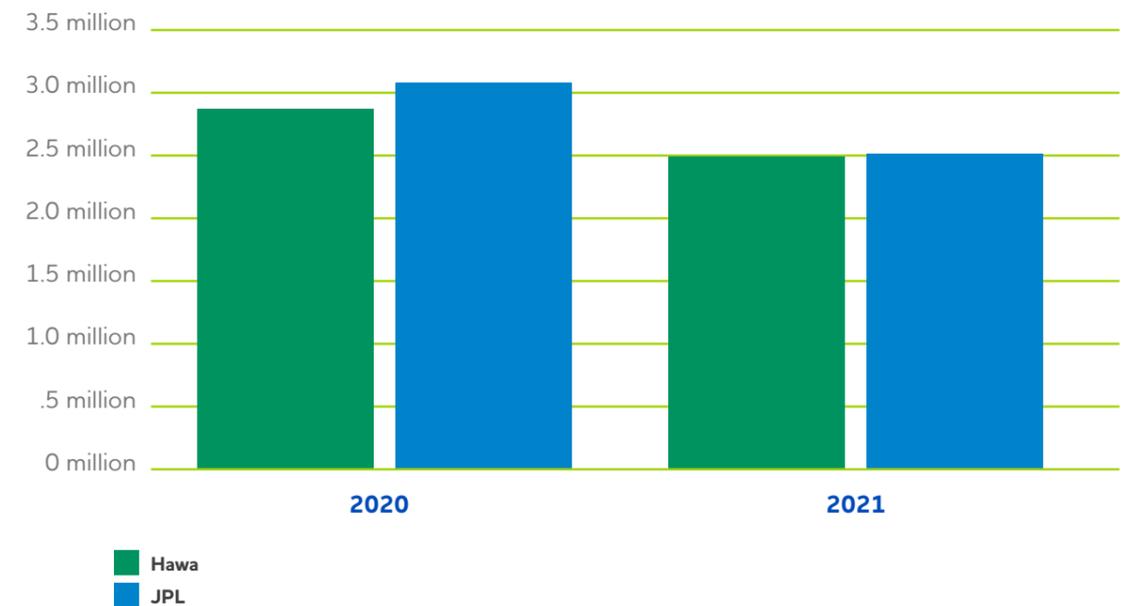


“

Thank you, Hawa/JPL, for providing water at our doorstep. We used to travel a long distance to fetch water and that too was dirty and insufficient. This provision has changed our life in terms of hygiene, cooking and other domestic utilities.

”

Clean Water Provided to the Community (Litres)



Construction of Chipudzi Primary School Block near Golomoti

At Chipudzi Primary School, insufficient classrooms meant many children used to be taught under trees and in thatched structures, resulting in classes being cancelled when the weather was poor and many children not attending due to the disruption and discomfort. JCM provided \$45,245 in funding for the development of a double

classroom block, including an office for the staff. The construction was done by Kungoni Contractors and the school was opened in April 2021. Additionally, JCM also funded the supply of 120 desks for the classroom. The construction of the two classrooms cater for a total of 139 students.



We are grateful to JCM for supporting the government's efforts in providing quality education to its citizens. What you have done here by transforming this primary school is very commendable. We would like other companies to emulate what JCM has done by providing a conducive learning environment as it encourages more children to enrol and remain in school instead of the fields, where they could be exposed to child labour practices.

Mr. Shaban, Headteacher, Chipudzi Primary School



Construction of Washrooms at Chikololere Primary school

JCM has been supporting the government in the provision of water, sanitation and hygiene (WASH) services in institutions (WinS) that mainly constitutes the rural primary schools in the project-affected communities. This is done in partnership with District Councils and NGOs through the Livelihoods Restoration Committee. The current programme focused on both provision of WASH infrastructure (water facilities and latrines) as well as hygiene promotion, which is expected to contribute to increased school enrolment and retention, especially for adolescent girls and students living with disabilities. Construction works at the

school by Kungoni Contractors have been completed and JCM has handed over the project to the school committee for the students to start utilization of the facilities. A water connection was also provided which will be used to bring water to the girls' bathroom. The contractor has also included two disability-friendly toilets for both girls and boys living with disabilities. The Dedza District Council Director of Public Works has technically supported the project by supervising and monitoring the construction process to ensure all works were being done according to the building standards.



We didn't have enough toilets and the facilities we had were small, dilapidated and didn't have doors and roofs. This affected the students, especially the girls, while our male students often rushed to nearby bushes to help themselves. The situation was worse for students living with disabilities. Insufficient washroom facilities saw many adolescent girls stay away from school during their menstrual period, while others dropped out completely. Even our teachers would have to go back home to access toilets.

Bridget Mseteka, Head Teacher Chikololere Primary School



FINANCIAL

JCM recognises that there is a real economic impact resulting from both the construction and operations of its various projects given the under-developed nature of the markets in which it operates. While this can be quantified to some extent by measuring indicators, such as the gross global economic value added, there is an additional economic impact achieved through the generation of reliable and sustainable power to these regions.

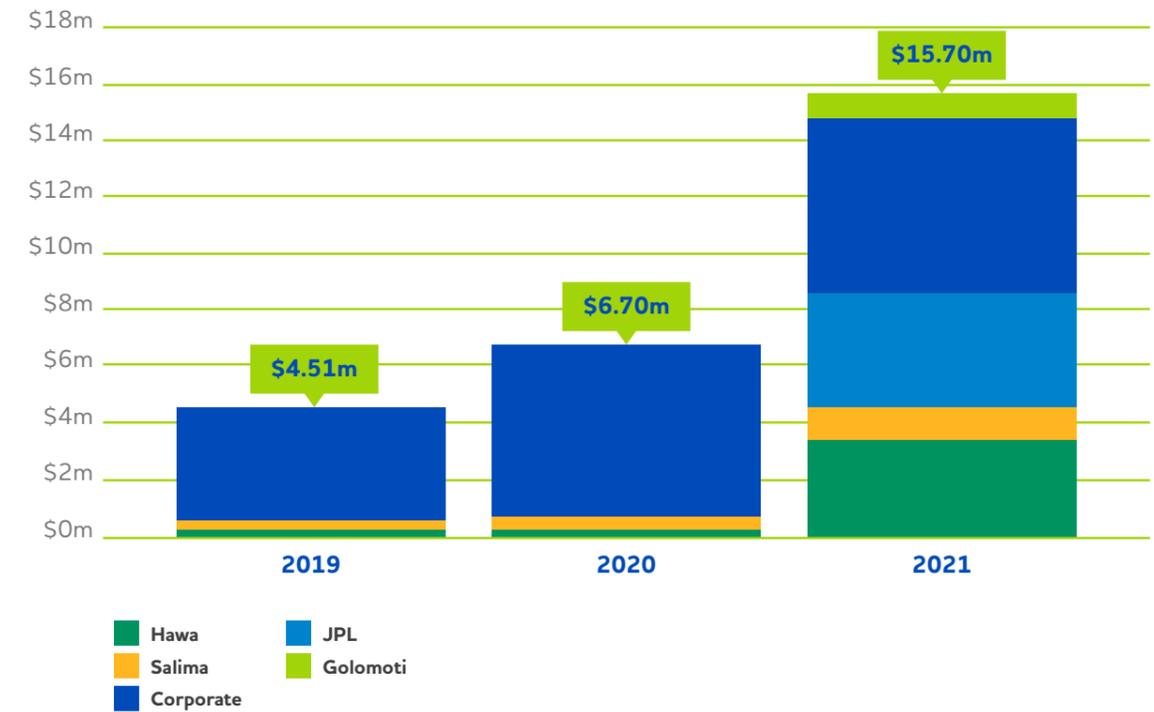
It is with this in mind that JCM aims to craft long-term financial arrangements with our partners that are beneficial for all stakeholders. Our finance team remains prudent in managing and allocating our capital.

The significant extent to which JCM has matured as a business is captured in the sizeable growth in the economic and financial value creation as measured by the total gross global economic value added in the past two years.

ECONOMIC AND FINANCIAL VALUE CREATION

The significant extent to which JCM has matured as a business is captured in the sizeable growth in the economic and financial value creation as measured by the total gross global economic value added in the past two years. While the 49% growth in 2020 was mainly driven by Corporate, the additional 135% growth in 2021 resulted from Salima turning operational as well as the acquisition of JPL.

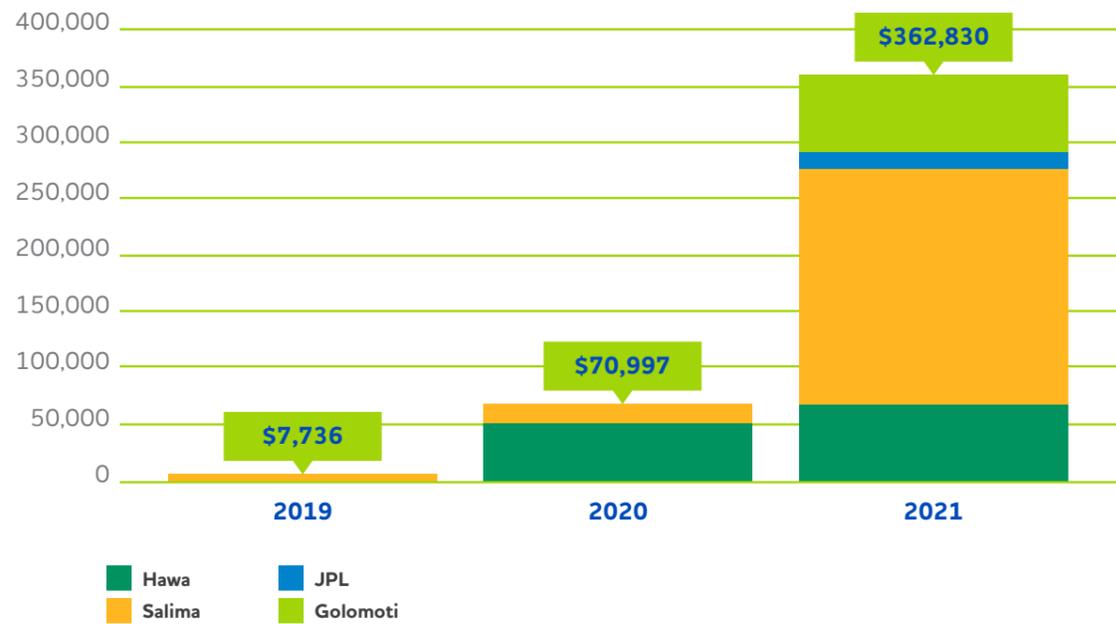
Total Gross Global Economic Value Added



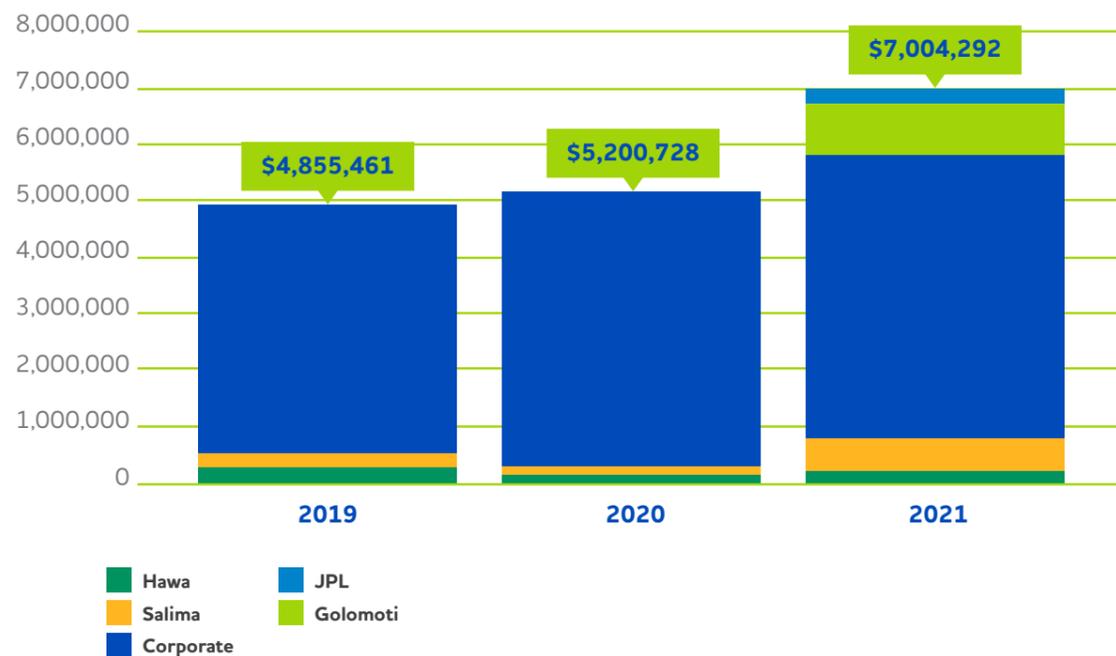
JCM's expanded operations have also underpinned material growth in the value added to community investments. This reinforces the meaningful ramp up in CSR activities and emphasises how the upliftment of communities in which projects are developed and operated is essential for JCM. Not only is the CSR spend being measured, there is

continuous monitoring and evaluation of select key performance indicators, the development of an impact measurement and management (IMM) framework, and internal capacity-building related to IMM. All this gives merit to JCM's communicated intent to have a meaningful impact beyond renewable energy generation.

Gross Global Economic Value Added to Community Investments



Gross Global Economic Value Added to HR (Employee Wages and Benefits)



COMPLIANCE WITH INVESTOR REPORTING REQUIREMENTS

JCM remains committed to undertaking environmental and social impact assessments, and environmental and social due diligence, for each new project it considers. Where gaps or risks are identified, an E&S Action Plan (ESAP) is developed to close out these gaps. These corrective action plans are developed with co-investors, lenders and guarantors. JCM makes every reasonable effort to achieve these within the stipulated time frame.

There are instances where circumstances beyond JCM's control prevent us from fully implementing certain actions within the stipulated time frame. In such cases, it is communicated with the relevant stakeholders and a new plan is agreed to ensure that the outstanding action items are achieved within a reasonable time frame.

This process helps to ensure that JCM remains compliant with investors' reporting requirements.

JCM remains committed to undertaking environmental and social impact assessments, and environmental and social due diligence, for each new project it considers. Where gaps or risks are identified, an E&S Action Plan (ESAP) is developed to close out these gaps.

THE JOURNEY AHEAD

The information in the pages of this report show that there is much to be proud of, and that our commitment to our communities and our environment has advanced alongside the growth of our business.

This is evident not just by the accolades and recognition that we have received, but also by the many case studies that shed light on the unique way that we are improving the lives of the people on whom our business depends, while remaining responsible custodians of the environment, and contributors to a cleaner future.

We are grateful to the 928 employees that have given of their skills and experience to ensure the ongoing operation and expansion of our projects, despite the challenges that COVID-19 has presented in the last two years. We are heartened that their employment with JCM has afforded them, and their families, the opportunity to participate fully

in their respective economies and communities. Their employment, and the knock-on effect that this has on the projects' respective local economies, takes place in the broader context of the catalytic effect that JCM's significant investments and business activities have on the national economies of both Malawi and Pakistan.

We continue to strive for a working environment that is safe, inclusive and productive. We have used the lessons learned in the past two years, particularly in relation to issues relating to gender, to enhance our systems and processes in this respect, and to ensure that these are effectively integrated into the way that we work. This ambition extends to our ongoing commitment, to ensuring and enhancing the well-being of our staff, engaging effectively on issues that concern them, and driving wellness initiatives across our project sites.

The turbulence experienced by people and organisations across the world in 2020 and 2021 has served as an opportunity to strengthen our relationships with our stakeholders and partners, most notably with the communities in which we operate. Our close engagement with individuals and organisations in our host communities means that we are better positioned than ever to work together in achieving shared goals and priorities, and we are so excited to see many of these come to fruition in the coming years.

We have seen that our operational requirements present unique opportunities to do things differently, and embrace the opportunity to innovate in a way that creates solutions for pressing environmental and social issues. As we enter the next phase of our business journey, we aim to cement ourselves as leaders in our intention and ability to create value for all of our stakeholders, and look forward to providing an update on the strides that we have been able to make.

At JCM, we continue to strive for a working environment that is safe, inclusive and productive.

ANNEX A: GRI INDEX

STANDARD DISCLOSURES

GRI 2: General Disclosures 2021

Disclosure	Page Ref.
2-1 Organisational details	15-16
Comment: JCM is an independent power producer. JCM is dedicated to accelerating social, economic and environmental sustainability in growth markets through the development, construction and operation of renewable energy facilities and HVDC transmission lines.	
2-2 Entities included in the organisation's sustainability reporting	7-8
Comment: Entities/projects covered in the report include: Salima Solar, Golomoti Solar & BESS, Hawa Wind and Jhimpir Power (JPL Wind).	
2-3 Reporting period, frequency and contact point	7
The report covers the period 01 January 2020 to 31 December 2021.	
Contact Point: Alan Cochran, ESG Director 21 St. Clair Avenue East, Suite 700 Toronto, Ontario, Canada	
Tel: +1 647 447 1662	
2-4 Restatements of information	N/A
Comment: No Restatements have been made.	
2.5 External Assurance	7
2-6 Activities, value chain and other business relationships	15-18, 7-8
2-7 Employees	52-66
2-8 Workers who are not employees	65-66
2-9 Governance structure and composition	37-39
2-12 Role of the highest governance	38-39

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2-13 Delegation of responsibility for managing impacts body in overseeing the management of impacts	39
2-22 Statement on sustainable development strategy	23-26
2-23 Policy commitments	36, 97, 99, 101, 125, 128
2-24 Embedding policy commitments	36, 97, 99, 101, 128
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301-1 Materials used by weight or volume	118
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Disclosure	Page Ref.
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305-1 Direct (Scope 1) GHG emissions	112-115
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306-1 Waste generation and significant waste-related impacts	118
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GRI 401: Employment 2016	
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3-3 Management of material topics	22-23, 30, 46, 49, 73-79,
GRI 403: Occupational Health and Safety 2018	
403-6 Promotion of worker health	85
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	77-84
403-9 Work-related injuries	71-75
403-10 Work-related ill health	71-75

TRAINING AND EDUCATION

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GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	87-89
404-2 Programmes for upgrading employee skills and transition assistance programmes	87-89, 126-127
404-3 Percentage of employees receiving regular performance and career development reviews	89

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Disclosure	Page Ref.
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GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programmes	81-84

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ANNEX B: SDG INDEX



SDG GOAL 1: No Poverty

End poverty in all its forms everywhere

Specific Targets	Applicable
1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	Yes
1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	-
1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	-
1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	Yes
1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	Yes
1.5a Ensure significant mobilisation of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.	Yes
1.5b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.	Yes

Page Reference: 49-50, 69-87



SDG GOAL 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all

Specific Targets	Applicable
3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.	-
3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.	-
3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.	-
3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.	-
3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.	-
3.6 By 2030, halve the number of global deaths and injuries from road traffic accidents.	-
3.7 By 2030, ensure universal access to sexual and reproductive health care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.	-
3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	Yes
3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.	-
3.9a Strengthen the implementation of the World Health Organisation Framework Convention on Tobacco Control in all countries, as appropriate.	-
3.9b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all.	-
3.9c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.	-
3.9d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.	-

Page Reference: 71-75, 77-85, 135-138



SDG GOAL 5: Gender equality (Direct contribution)

Achieve gender equality and empower all women and girls

Specific Targets	Applicable
5.1 End all forms of discrimination against all women and girls everywhere.	Yes
5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	-
5.3 Eliminate all harmful practices, such as child, early and/or forced marriage and female genital mutilation.	-
5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.	-
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Yes
5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.	-
5.6a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.	
5.6b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.	
5.6c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all level.	

Page Reference: 57-68



SDG GOAL 6: Clean water and sanitation (Direct contribution)

Ensure availability and sustainable management of water and sanitation for all

Specific Targets	Applicable
6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all.	Yes
6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.	Yes
6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.	
6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	
6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.	Yes
6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.	
6.6a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies.	
6.6b Support and strengthen the participation of local communities in improving water and sanitation management.	

Page Reference: 107-110, 117, 139-140, 143-145



SDG GOAL 7: Affordable and clean energy

Ensure access to affordable, reliable, sustainable and modern energy for all

Specific Targets	Applicable
7.1 By 2030, ensure universal access to affordable, reliable and modern energy services.	Yes
7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.	Yes
7.3 By 2030, double the global rate of improvement in energy efficiency.	Yes
7.3a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy efficiency and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology.	Yes
7.3b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and landlocked developing countries, in accordance with their respective programmes of support.	Yes

Page Reference: 101-103, 105-110



SDG GOAL 8: Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Specific Targets	Applicable
8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7% gross domestic product growth per annum in the least developed countries.	-
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors.	-
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	Yes
8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.	Yes
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Yes
8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.	-
8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers. By 2025, end child labour in all its forms.	-
8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	-
8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	-
8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	-
8.10a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.	-
8.10b By 2020, develop and operationalise a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organisation.	-

Page Reference: 51-56, 69-70, 121-124, 145-147



SDG GOAL 9: Industry, innovation and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Specific Targets	Applicable
9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	Yes
9.2 Promote inclusive and sustainable industrialisation and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.	-
9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.	-
9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	
9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries. By 2030, this would include encouraging innovation and substantially increasing the number of research and development workers per 1 million people via public and private research and development spending.	
9.5a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing State.	Yes
9.5b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.	
9.5c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2030.	

Page Reference: 105-110



SDG GOAL 10: Reduced inequalities (Direct contribution)

Reduce inequality within and among countries

Specific Targets	Applicable
10.1 By 2030, progressively achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average.	-
10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status.	-
10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.	Yes
10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	-
10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations.	-
10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to build more effective, credible, accountable and legitimate institutions.	-
10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.	-
10.7a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organisation agreements.	-
10.7b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes.	Yes
10.7c By 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%.	-

Page Reference: 29



SDG GOAL 12: Responsible consumption and production

Ensure sustainable consumption and production patterns

Specific Targets	Applicable
12.1 Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.	-
12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	Yes
12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.	-
12.4 By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment.	Yes
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Yes
12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	Yes
12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities.	Yes
12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	-
12.8a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.	-
12.8b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.	-
12.8c Rationalise inefficient fossil fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimising the possible adverse impacts on their development in a manner that protects the poor and the affected communities.	-

Page Reference: 111-118



SDG GOAL 13: Climate action (Direct contribution)

Take urgent action to combat climate change and its impacts

Specific Targets	Applicable
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	-
13.2 Integrate climate change measures into national policies, strategies and planning.	-
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Yes
13.3a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilising (jointly) \$100 billion annually by 2030. This will serve to address the needs of developing countries in the context of meaningful mitigation actions, transparency on implementation and fully operationalise the Green Climate Fund through its capitalisation as soon as possible.	Yes
13.3b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth, local and marginalised communities.*	Yes

*Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.



SUSTAINABILITY REPORT 2020/2021

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