

# New NORMAL

## OPTIMIZING FOR EXCELLENCE & SUSTAINABILITY

We generate energy that powers millions of lives and businesses, while building a sustainable future for our business and the planet. All the while, staying true to our purpose.



**eGBIn**

# The New Normal

## About this publication

This is the Seventh Sustainability Report for Egbin Power PLC. The Data in this report covers the period of January through December 2021. Financial Information is given in U.S. dollars and Nigerian Naira. This report was prepared using the Global Reporting Initiative (GRI) Standards. The mission of the GRI is to promote international harmonization in the reporting of relevant and credible corporate economic, environmental, and social performance information to enhance responsible decision making. The GRI has not verified the contents of this report, nor does it take a position on the reliability of information reported herein.

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**Egbin Sustainability  
Report 2021**



## Sustainability Review

**G**RI 102-14 - Sustainability is high on our agenda. It lies at the core of Egbin's strategy and purpose – “Bringing Energy to Life, Responsibly”. We are proud of what we have already achieved on our chosen path towards QHSE and sustainability.

The Covid-19 pandemic led to key transformations across the energy sector locally and internationally. Egbin Power as the largest power generation company in Nigeria is an integral part of the ecosystem in “Bringing Energy to Life, Responsibly” in the energy value chain. In the course of writing this report, we have witnessed the beginning of another election transition year in Nigeria. As a company with a long history in the energy sector, we at Egbin continue to focus on the potential economic gains and growth in a stable energy value chain.

Sustainability is at the heart of Egbin's strategy. From the onset of the pandemic, our board and management has been following constantly, evolving trends in managing business in a “new normal” with the highest attention on ensuring a Quality, Healthy, and Safe environment for the assets – physical and human.

Our scale, competence, and resources enable further growth as we drive the energy generation towards an improved economy. As we are aware, successfully balancing sustainability, affordability, security of supply, and

developments arising from the pandemic, our independence and ability to provide a total quality management remains the priority.

In all, our ability to maintain the highest standards in power generation and economic growth for all, through efficient and reliable energy generation to the national grid, will ensure economic stability across homes and businesses.

Egbin's workforce of over 350 people have shown excellent commitment and dexterity, adjusting to the new normal throughout the recent global pandemic. In spite of the distressing and challenging times, they have remained unwavering in their determination to delivering and achieving the business and sustainability objectives towards reaching corporate and SDG goals.

Throughout this unprecedented period, our primary focus and concern continues to be the health, safety, and wellbeing of our employees and contractors, as well as the security of energy supply to the national grid. With our strategy, we will continue to drive the change so desired, in the energy value chain towards delivering sustainable financial performance. We want to drive the change for a better economic climate by “Bringing Energy to Life, Responsibly”.



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# Chairman's Message

## Our guide to a new normal

### Navigating The Complexities

2021 was another notable year, one that could be described as the road to vibrant recovery beyond the pandemic that shook the entire world. Although, Covid-19 continued to impact our lives, the effect was less destructive than was witnessed in the previous year. The biggest challenge for us was providing a healthy and safe environment responsibly for our people and business partners whilst still ensuring the sustainable delivery of energy to the National Grid. As the global economy picked up, so did Egbin's continued quality service delivery. Increasing demand for energy, combined with a reduced supply of gas globally, led to a surge in energy prices towards the end of the year. As a major contributor to the economy of the country, the energy sector has a defining role to play in the Energy Transition journey, by delivering energy towards ensuring continued economic growth in the 'new normal' dispensation.

### Caring for People and Society

At Egbin, we understand the need to continuously improve our safety performance. In 2021, towards fully embracing the new normal, the Board of Directors put in place strategies to ensure the optimal management of the pandemic by improving on the Company's multifaceted approach for staff, to be able to deliver quality service whilst maintaining its leading role in energy generation. Through contactless Access Control systems, structural redesigning for natural surveillance and work environments, and increased staff awareness, we were able to limit the effects of the pandemic on the health and mental wellbeing of our staff. We went further to guarantee a responsible workplace and safe processes of operation. Egbin considers its systemic and coordinated company-wide approach as adequate to improve performance and close the gap on its health and safety ambitions at all times.



**Temitope Shonubi**  
Chairman, Board of Directors  
Egbin Power Plc



## Our Role in Energy Generation

As the largest and most influential power generation company in Nigeria, Egbin plays a significant role in powering the country through the National Grid. In 2021, there was an increase in the energy generated when compared to 2020. This was as a result of the strategies put in place by the Board of Directors towards ensuring minimal exposure of the staff working in the generating plants which if not done, would have reduced the availability of the work force at any point in time. To achieve this, we had an overall energy intensity reduction in Natural gas, fuel and electricity when compared to 2020. This led to an increase of about 17.18% in the energy generated and contributed to the national grid in 2021, when compared to the previous year.

## Geo-Political and Economic Environment

In the period of writing this report, we have witnessed the start of mainstream activities, which gives us the opportunity to better understand the plans of prospective electoral candidates in the areas of policies relating to the energy sector, and in particular, power generation.

We remain an apolitical organization, but we have a responsibility to monitor the state of affairs of the nation and matters of national importance, as it will help us better understand our path to continued sustainability. As the largest and most influential power generation company in Nigeria, we see huge opportunities for sustainability of policy implementation strategies in the in the energy sector, through the smooth transitioning of governance.

**Egbin's economic growth has been consistent, despite the challenges posed by the pandemic, which unfortunately has forced the postponement of long overdue overhauls and repairs due to unavailability of contractors. Our asset base and economic contribution to the national economy witnessed improvements in areas such as revenue which increased by 28.59%, our power generation and contribution to the national grid by 17.18%**



During the period in review, Egbin's economic growth has been consistent, despite the challenges posed by the pandemic, which unfortunately has forced the postponement of long overdue overhauls and repairs due to unavailability of contractors. Our asset base and economic contribution to the national economy witnessed improvements in areas such as revenue which increased by 28.59%, our power generation and contribution to the national grid by 17.18% and a slight decrease in our total asset base of 0.01% in line with our continued application of the International Financial Reporting Standards.

We believe that a stable geo-political atmosphere is vital to the continued economic growth witnessed in the period. In the fourth quarter of the reporting year, we saw the highest growth of 3.98% in the Gross Domestic Product (GDP),

culminating in an average GDP growth rate of 3.4% in 2021, as against -1.8% in 2020. This means that the average GDP for 2021 was 5.2%, indicating the continued potentials and opportunities for the energy sector.

## Conclusion

Considering the continued effects of the pandemic on our operations, by and large, 2021 was an improvement from 2020. We have not wavered in our commitment to contribute to the Sustainable Development Goals (SDGs); and during the reporting year, we contributed to SDG 1 - No poverty, SDG 2 - Zero Hunger, SDG 3 - Good Health and Well-Being, SDG 4 - Quality education, SDG 7 - Affordable and Clean energy, SDG 8 - Decent Work and Economic Growth, SDG 11 - Sustainable Cities and Communities, and SDG 17 - Partnerships for the goals. Through our humanitarian and proactive Personal and Corporate Social Responsibility (PCSR) activities.

Our determination to promote our sustainability footprint and build on our strategy in the wake of disruption, have provided us with new thinking and ideas towards our goal of "Bringing Energy to Life, Responsibly".

Thank you.

**Temitope Shonubi**  
Chairman, Board of Directors  
Egbin Power Plc



# COO's Message

## Energy generation and the new normal

In 2021, we took significant steps to advance our transformative sustainability strategy across our business operations, while working with our stakeholders to keep our people safe, ensuring business continuity and protection of the environment.

mode of business operations saw the implementation of new processes to create staff and societal awareness about the pandemic, policies and measures which included mandatory quarantines, prohibition of large gatherings, open ventilation workspaces and bi-weekly Covid-19 tests for staff and structural redesign for natural surveillance and access control.

### TQM through QHSE

Total Quality Management (TQM) refers to a system of management based on the principle that every member of staff is committed to maintaining high standards of work in every aspect of the company's operations.

Our goal was to ensure the safety and wellbeing of every member of staff and business partner at all times when within or outside the premises of the organization. To help achieve this, we sensitized our staff and key stakeholders on the necessary safety measures to prevent the spread of Covid-19; and also encouraged them to get vaccinated and protect themselves from the virus.

Following the challenges posed by the pandemic in 2020, at Egbin, 2021 saw the organization adopt a more robust strategy through its Quality, Health, Safety and Environmental activities which were at the forefront of its operations. Our model of ensuring that everyone was aware of their roles and responsibilities as it pertained to the new normal

### Our people our strength

Health and safety starts with strong leadership and requires a culture of continual improvement across all hierarchy levels. We always strive to learn from incidents as well as good practices. As such, we

**Olurotimi Famoroti**  
Ag. Chief Operating Officer  
Egbin Power Plc





put in place procedures that helped manage what would have been a devastating pandemic through concise training and messaging on the simple ways to manage the pandemic and maintain the quality of good health in our people. We also believe in people's ability to grow through experiences and take on new challenges. Thus, in the year under review, our people exhibited a high level of tenacity following the global pandemic experience in 2020. Egbin as a whole and each of our business functions have an annual Health, Safety, Security and Environment (HSSE) Plan that sets the course for the year ahead and helps us monitor our progress.

We continued the regular bi-weekly random testing of our employees and where necessary ensured isolations to avoid the spread of the virus as well as needed treatment till full recovery. Also, we provided areas for personal hygiene protocols for our staff and business partners. This has helped us achieve our goal of health, safety, and the wellbeing of our people through careful planning and remote consultations, thereby avoiding unnecessary human contact, and with meticulous adherence to the pandemic protocol which included the use of face masks and high standards of hygiene.

Our Quality, Health, Safety and Environment representatives have been actively participating in publicizing necessary information through various communication channels, in the practical risk management duties aimed at preventing infections, and in tracking Covid-19 infection chains.

Also, during the year, we contributed over N30 million to the fight against the pandemic through our support for the vaccination administration

program as well as donation of oxygen cylinders to the government hospitals to help fight the menace of the pandemic.

### Working with partners & suppliers

During the year under review, measures put in place by the health, safety & environment, and security departments of Egbin helped to ensure that there was no closure of the organization due to the pandemic and its effects. Also, there were no pandemic related interruptions to our power generation process; neither were there any challenges in maintaining process safety. Maintenance outages were, in general, also implemented as scheduled with careful planning and special measures to protect the health of internal and external personnel. The wellbeing of our business partners was supported during the Covid-19 pandemic by investing in different safety-related activities, awareness creation on the pandemic as well as virtual learning and coaching sessions on how they maintained the health, safety, environmental, and security standards of the organization.

This was possible because of the cooperation between different corporate functions and their ability to coordinate joint activities for the safety and wellbeing of our employees and business partners' employees.

### Egbin's performance

In 2021, Egbin's power generation increased by 17.18%, from 547MW to 641MW, which indicated a

During the year under review, measures put in place by the health, safety & environment, and security departments of Egbin helped to ensure that there was no closure of the organization due to the pandemic and its effects.



steady improvement in economic activities within the country and Egbin's contribution to the entire energy value chain. We also recorded a significant increase in our revenue generation from NGN119.6 billion to NGN153.8 billion, a 28.59% increase from the previous year.

Egbin's total capitalization (Asset and Debts) stood at NGN204.4 billion during the year, with total assets dropping by 0.01% to NGN413.3 billion in line with our commitment to ensuring that our records are in line with the IFRS standards for power generation companies.

#### During the year, our significant contribution to economic value included the following;

- 1. NGN3.7 billion to employee welfare and benefits
- 2. NGN394.1 million to Quality, Health, Safety and Environment
- 3. NGN88.1 million to learning and development of our people
- 4. NGN2.1 billion as contribution to government

### Strategic roadmap

We are focused on taking sustainability beyond our business operations. Across our diverse stakeholder groups and value chain, we provide energy that supports economic growth and improvements in the quality of life in our host communities and the country at large. Ultimately, we want people to benefit from our presence within their communities, and as such, create shared value and lasting impact that contributes to the sustainable development of Nigeria and Africa.

Thank you.

**Olurotimi Famoroti**  
Ag. Chief Operating Officer  
Egbin Power Plc

# Highlights



**1,320MW**

Power generation in reporting year

**30%**

Energy contribution to the National Grid in Nigeria

**17.18%**

Increase in generated energy

**57.9%**

Average plant availability

**71.26%**

Average plant reliability



**N153.8Billion**

Total revenue in reporting year

**28.59%**

Increase in revenue

**N141.95Billion**

Spend on direct operations

**N413.3Billion**

Total Assets

**N204.4Billion**

Capitalization



**N7.3Billion**

Amount spent on supply chain

**370**

Suppliers and /or service providers in supply chain



**33**

New employees

**28%**

Total female employee population

**N7.3Billion**

Human Capital Investment

**N3.7Billion**

Contribution to employee welfare & benefits

**N88.1Million**

Contribution to staff's learning & development

**101,842**

Total man-hours contributed by employees in health & safety training



**N394.1Million**

Contribution to quality health, safety and environment



**N31.4Million**

Financial support for the vaccination administration during the year

**305**



Filled oxygen units contributed to government hospitals towards managing the pandemic



**5209**

Beneficiaries of community medical outreach

**120**

Beneficiaries of youth entrepreneurship and skill acquisition programs & youth empowerment donations



SUSTAINABLE LEADERSHIP  
& VALUE CREATION



# Governance

**G**ood corporate governance is at the top of Egbin's priorities. It is founded on close and efficient collaboration between the Board and Management. Whilst the Board ensures that Egbin's Corporate Governance framework is adequately supervised and directed, the management of Egbin ensures that the key tenets of operational governance are embedded in all its guidelines, processes and procedures in managing the day-to-day operations of the company. It guides all our decision-making and helps ensure that we achieve success conscientiously and sustainably. The Board and management endorse the National Corporate Governance Code, which seeks to promote responsible and transparent corporate governance, controls and compliance.

## Managing our commitments

Egbin's Board through its Board Governance Committee bears overall responsibility for adopting and implementing sustainability measures, with the Chief Operating Officer (COO) playing a key role. The COO ensures regular reports to the Governance Board committee on strategic sustainability activities. At Egbin, the Board of Directors monitors the company's fulfillment of its sustainability obligations. The chairman of the Board is the overall spokesperson on the company's sustainability footprints.

As a guide, the company's vision and mission statements and its core values are integral parts of managing sustainability at Egbin



### Our Mission

We transform through sustainable and reliable innovation in energy generation, connecting lives and positively impacting livelihoods.



### Our Vision

To be the provider of choice where energy is consumed



# Our Core Value System

Egbin Power Plc is guided by values and principles which are not only required to engage better with the economy, society, and environment but are also needed to improve the dynamics of the power industry in Nigeria, where operations are in line with international best practices. Our values and principles are designed to ensure that the company achieves sustainable long-term success. We harness our core values from the acronym S.P.I.C.E.S, which distinguishes us and guides our activities. They are as follows:



SAFETY



PROFESSIONALISM



INTEGRITY AND DISCIPLINE



COMMITMENT TO STAKEHOLDERS



ENVIRONMENTAL CONSCIOUSNESS



SUSTAINABILITY

## Embedding Sustainability and how it works

Egbin's purpose is to generate energy for people and facilitate progress for the society by "Bringing Energy to life Responsibly". Our key strategic pillars emboldened by our vision and mission statements are implemented through our core values - SPICES towards optimizing energy generation, Total Quality Management in our HSE approach, capturing high valued growth in the energy generation and developing the future our people in quality service delivery. Our sustainability priorities are closely linked with our focus areas. We support a just transition enabling long-term social, economic and human rights benefits for our workforce and communities..

Our new normal QHSE approach resulting from a global pandemic will further be enhanced in subsequent financial years. It will focus on areas relating to stakeholder groups that are mostly affected by health and safety due to the pandemic – People and Society, Environment and Energy generation resulting from the new normal. Our approach aims to build on existing frameworks and commitments such as those for health and wellbeing internal and external and stability in energy generation unto the national grid. In addition, we consider how we can enhance job creation, help build resilience in host communities, as well as promote sustainable development across our areas of influence.





# Corporate Governance Framework

The COO is responsible for Egbin's day-to-day safety, security and sustainability management, including decisions and actions related to Quality Health, Safety and Environment. The departments are accountable for executing the company's sustainability ambitions and for managing relevant risks and performance.

Governance champions ensuring safety, security and sustainability in the departments are part of organization's functional networks and provide advice and support to the departments. All departmental functions are responsible for maintaining Egbin's sustainability footprints and they include - safety, security, compliance, finance and control; people and organization, communication and legal. These functions are responsible for driving the organization's strategic direction, providing advice, engaging in stakeholder dialogue and advocacy, and reporting on risk and performance to the COO who in turns reports to the Board Committees and the Board of Directors.

## The Board of Directors

The Board of Directors review, monitor and discuss safety, security and sustainability issues and risks. These topics are discussed in the Board of Directors meetings, and are integral parts of strategy and investment discussions or as separate topics relating to the Society and Environment. The Board of Directors has three sub-committees that act as preparatory bodies for the sustainability strategy across Egbin.

## The Audit, Risk and Governance Committee

Assists the Board of Directors in its supervision of the organization's management and control responsibilities including the supervision and implementation of compliance with the organization's expectations relating to financial reporting, risk management, governance, remuneration and sustainability compliance.

## Finance, Investment and General Purpose Committee

Assists the Board of Directors in its supervision in the organization's investment and asset management responsibilities including the supervision and implementation of compliance with the organization's expectations relating to asset investment management, project definition and implementation management, supply chain management and human capital management.

## Technical and Operations Committee

Assists the Board of Directors in its supervision in the organization's Quality Health, Safety and Environment responsibilities including the supervision and implementation of compliance with the organization's expectations relating to health, safety, security, environment and operational performance management.



# Business Approach

**A**t Egbin, our approach to sustainability is embedded in how we work. This includes our corporate governance framework, our business principles, core values, code of conduct guidelines, performance and reward framework, risk and impact management and how we work with suppliers and partners. Our approach is embedded in our management system. With governance, the Board of Directors of Egbin are responsible for the overall direction and supervision of the governance framework and business principles, whilst the management is responsible for implementation of the other key tenets of our sustainability approach stated above.

The Board of Directors through its Board Committees and the executive management review, monitor and discuss safety, security and sustainability issues and risks. Sustainability includes efficiency in the generation of electricity being the largest contributor to the generation value chain in Nigeria, energy transition, human rights, integrity, environmental and social issues. The Chief Executive Officer (CEO) responsible on a day-to-day basis of Egbin's management actions related to sustainability, including actions related to efficient

energy generation and the energy transition. Energy generation efficiency are discussed in most of the ordinary Board of Directors and Board Committee meetings either as integral parts of strategy and investment discussions or as separate topics. In 2021, as part of establishing a new normal approach to managing the organization, the Board of Directors laid out the broad guidelines for managing efficiency during a pandemic, which culminated in driving Total Quality Management through Quality, Health, Safety and Environment assessments and training.

The role of the Chief Operating Officer was to develop and implement the philosophies, principles and strategy for the ensuring appropriate health and wellbeing conditions as well as a safe environment for work, in order not to compromise the organization's ability to meet its generation efficiency targets. As part of this, the management supervised the implementation of the changes in the access control management systems to reduce surface contacts which could lead to a major outbreak of the pandemic within its offices.

Whilst the above could lead to major

security breaches, more advanced techniques of security controls were implemented such as increased surveillance, contactless access control solutions, thereby managing the movement of people to those who were essential to ensuring energy generation efficiency at the plant. There were also increased levels of training for staff and partners on key health management techniques towards ensuring a healthy and safe work environment.

Also, as part of Egbin's approach, the departmental heads are responsible for the departmental and unit level functions relevant for sustainability, which include safety and security, sustainability, finance and control, people, leadership and legal. These functions are responsible for implementing and monitoring the strategic direction, give advice and report on risk and performance of activities within the scope of the organization's sustainability footprints. The Governance and Compliance department is responsible for ensuring that the sustainability function are reported yearly (including related risks of the environment, social performance and overall health and safety wellbeing of the organization.

The HSE department is responsible for ensuring the overall safety and security function relating to safety, health, work environment and security and were instrumental to implementing the new normal strategies and objectives set out by the Board of Directors.

Overall, the CEO and COO were responsible for ensuring business ethics and compliance, thereby encouraging the executive management who were responsible for the people and leadership function towards improving our sustainable footprints in the reporting year.



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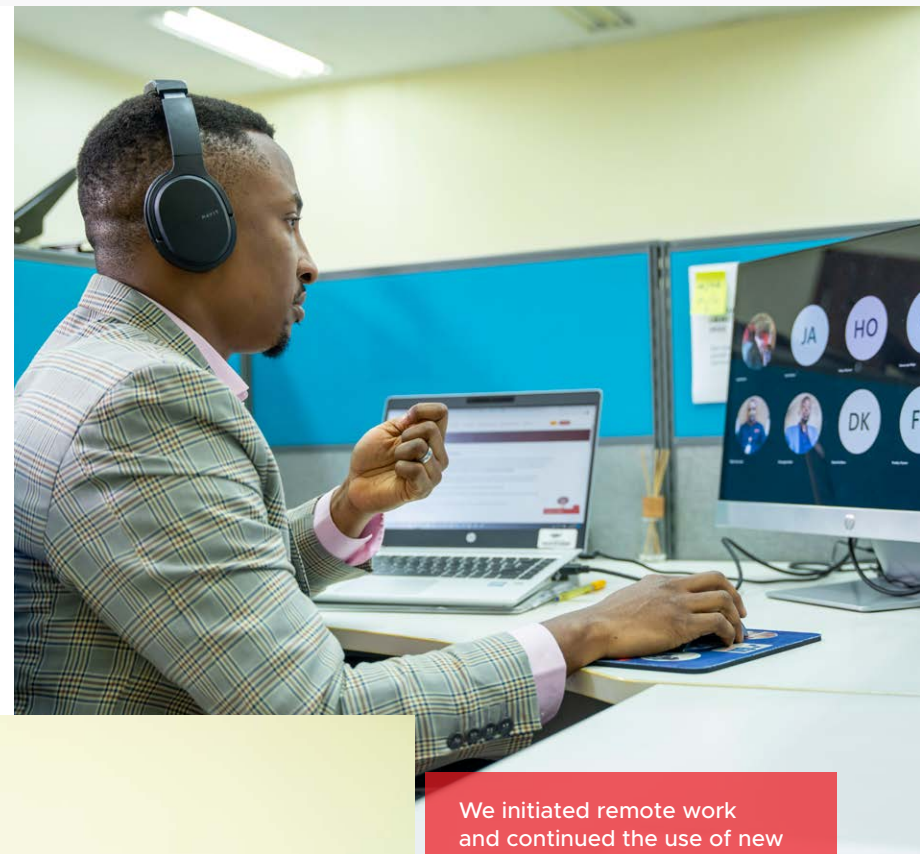


# Value Creating Strategies

The exceptional conditions caused by the Covid-19 pandemic continued in 2021, and Egbin's main priorities were to ensure the quality, health and safety of its employees, partners and the society in order to maintain business continuity. This goal was well achieved, despite the challenges posed by the pandemic across the environment. Employee wellbeing programmes highlighted topics related to mental energy, resilience, and physical health, and managers were supported in leading employees' wellbeing. Maintenance outages were also implemented as scheduled, with careful planning and by taking special measures to protect the health of our employees and contractors. Yet, the impact of the pandemic on our corporate work methods has been substantial. Following the recommendations of health authorities, our office employees worked remotely for most of the year. We have continued to use new digital tools that make collaboration and remote work as smooth as possible. At the power plant and other operational sites, where remote work is not possible, we have used special measures to protect the health and safety of our people and our contractors' employees.



During and after the Covid-19 pandemic, our main priorities were to ensure the quality, health and safety of its employees, partners and the society in order to maintain business continuity



We initiated remote work and continued the use of new digital tools that make remote collaboration as smooth as possible

## Enhancing Employee Wellbeing



We undertook wellbeing programmes related to mental energy, resilience, and physical health. Managers were supported in leading employees' wellbeing





### Inputs, Outputs and Impact

Strategy to achieving our inputs, outputs and impacts



#### Vision

To be the provider of choice where energy is consumed



#### Mission

We transform through sustainable and reliable innovation in energy generation, connecting lives and positively impacting livelihoods.

#### Strategy

- Strengthen our growth in CO2-free power generation
- Leverage strong position in gas to enable the energy transition
- Partner with industrial and infrastructure customer





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Strategy to achieving our inputs, outputs and impacts



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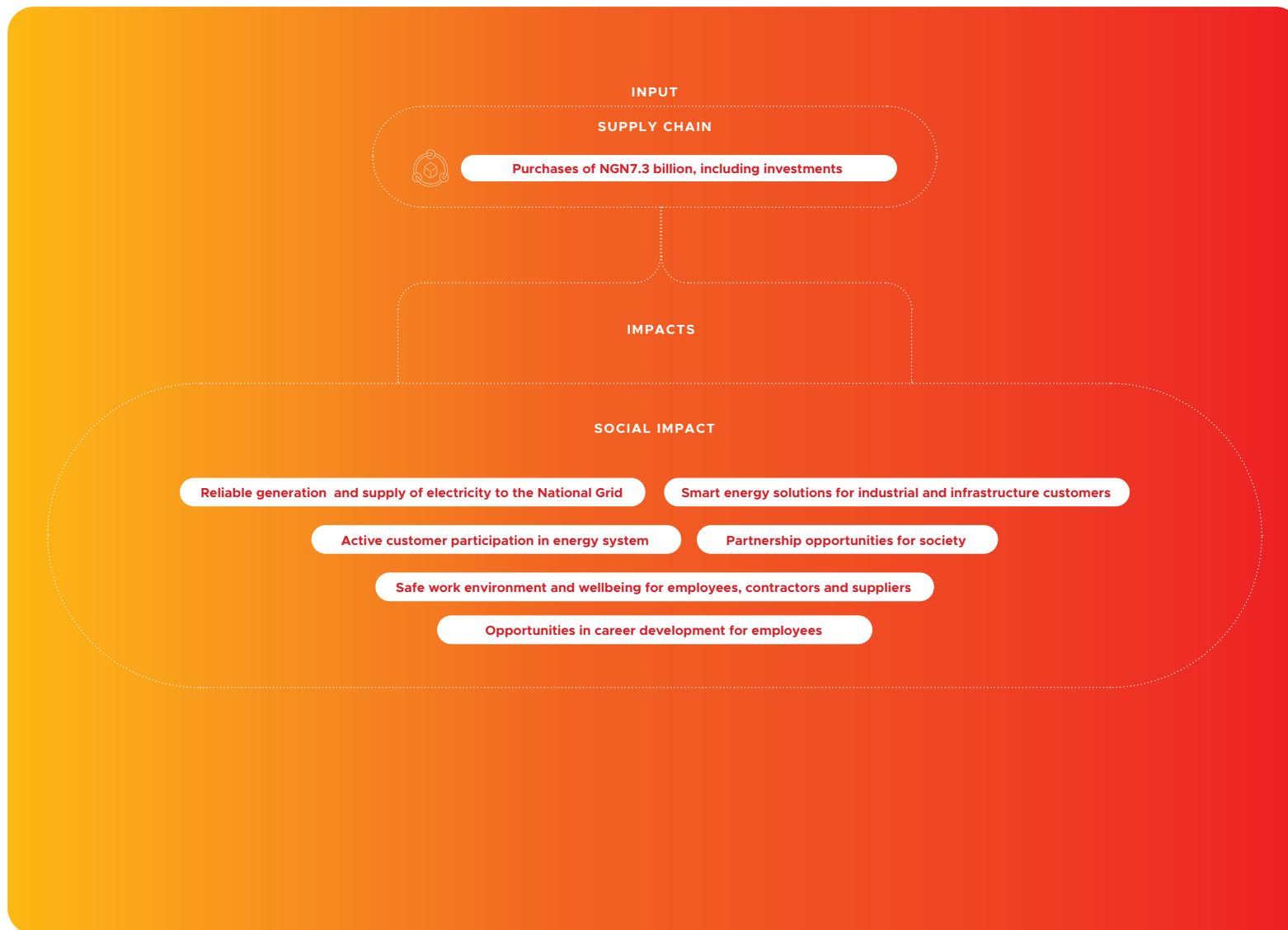


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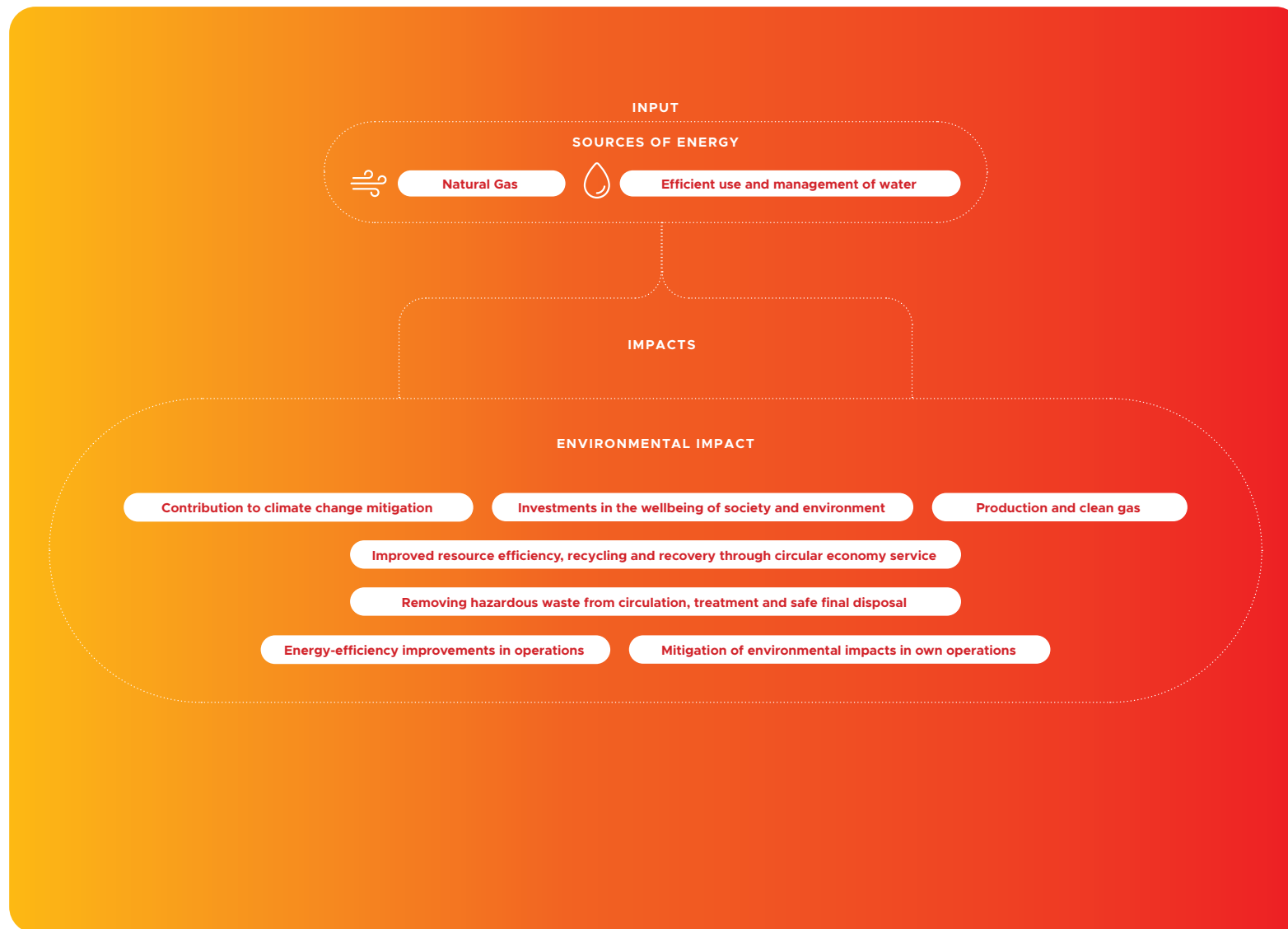


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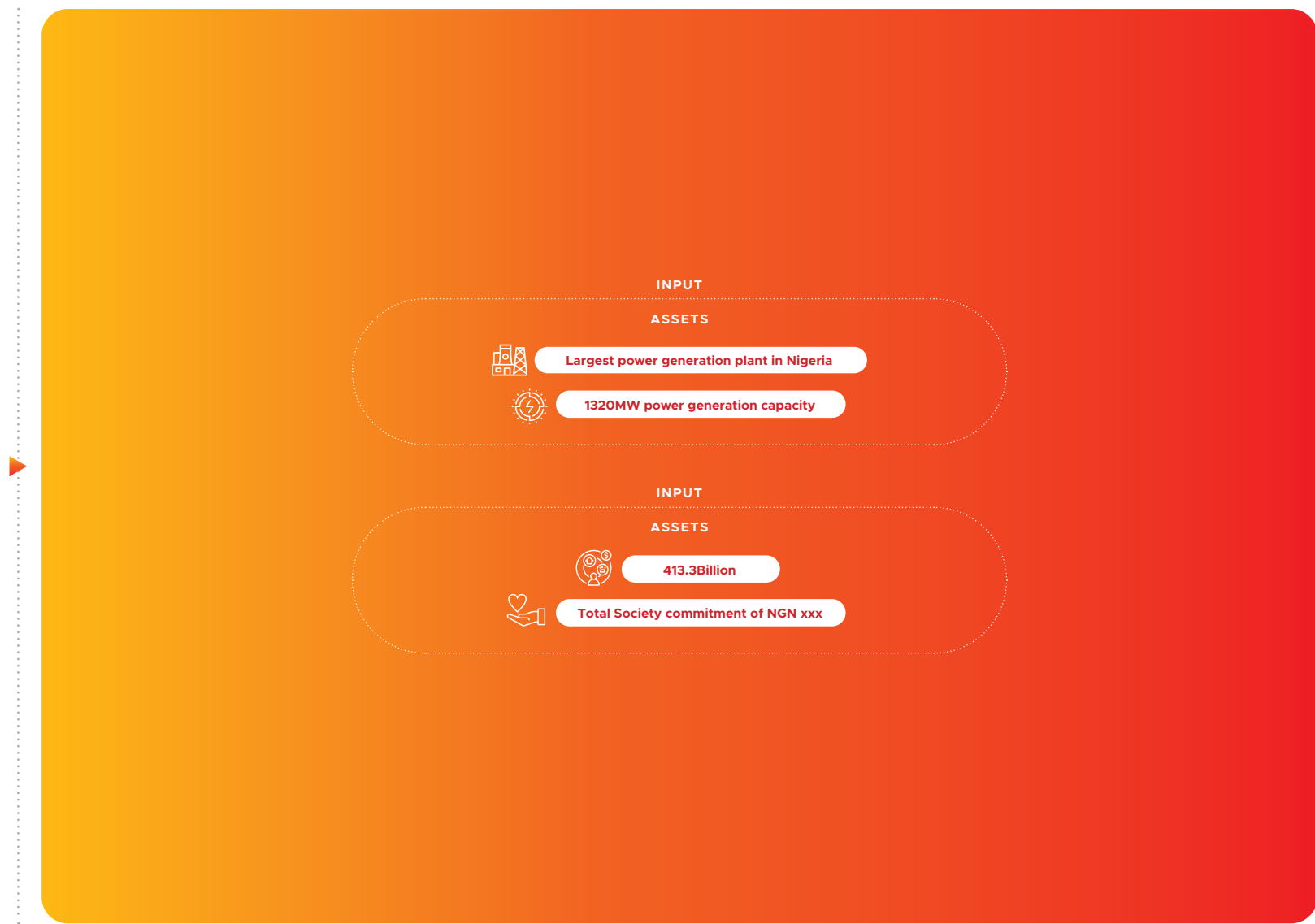


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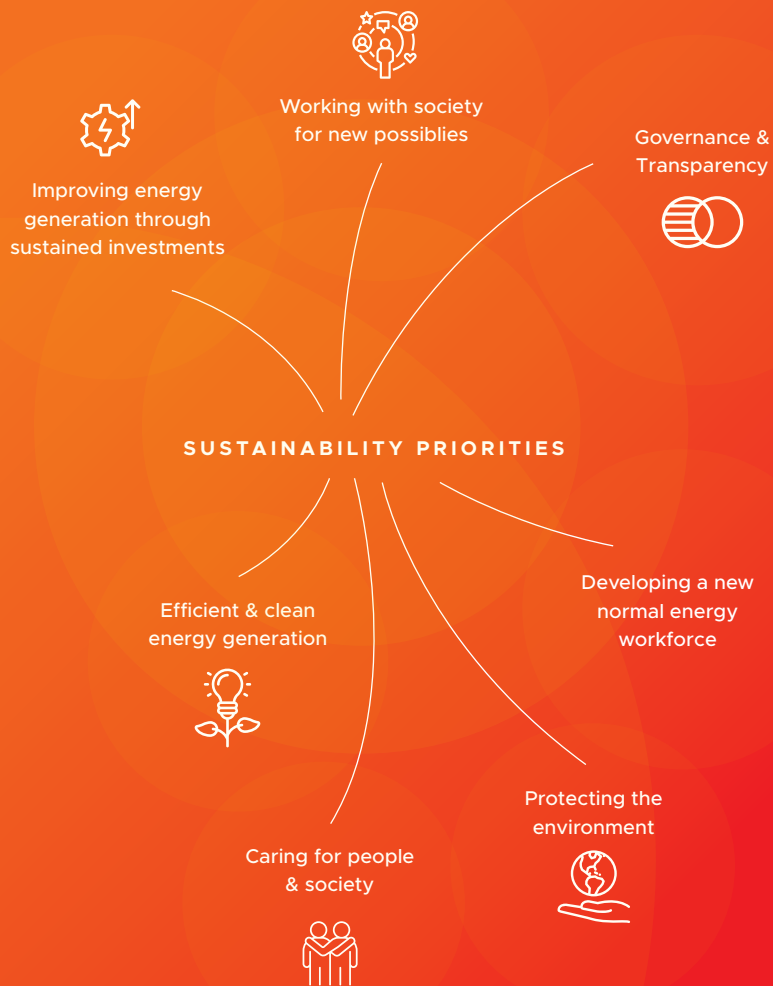
#### Strategy

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# Material Sustainable Priorities



# SDG Partnerships

Egbin works actively to support the United Nations Sustainable Development Goals (SDGs) and shares the view that business has a key role to play in delivering on and contributing to the goals. As a member of the Group which pioneered the SDG Private Sector Advisory Group in 2015, we contribute to social and economic development in the societies and communities we operate in, by delivering energy, creating economic value and jobs, developing people, while conducting responsible business activities. Egbin supports all the 17 SDGs and contributes in particular to the following goals: quality education, affordable and clean energy, decent work and economic growth, climate action, gender equality, industry innovation and infrastructure, responsible production and consumption, good health and wellbeing, peace, justice and strong institutions, and partnerships for the goals.

### OUR SDGS RESPONSIBILITIES



### OUR SDGS OPPORTUNITIES



We operate in, by delivering energy, creating economic value and jobs, developing people, while conducting responsible business activities.



INCREASING ENERGY  
Output



# Optimizing operational performance

Egbin's purpose is to drive the change for more stability in the energy generation value chain. We want to ensure that the energy generated is contributed at an optimal level into the national grid by providing customers and societies a reliable supply of energy in a sustainable manner there achieving our core objective which is "Bringing Energy to Life Responsibly". In the future, the energy system will continue to run in a sustainable manner based on the volume of gas available to us from our gas suppliers.

Egbin's power generation is based on mainly natural gas-fired generation, with minimal other energy sources being Diesel and Electricity. The heat is mainly produced at natural gas-fired and combined heat and power plants, through a closed cycle system.

In order to optimize our operational performance, Egbin has put in place an Integrated Management System (IMS) with processes that have been developed and implemented to continuously generate power to the national grid which meets and exceeds stakeholders' expectations without impacting negatively on the quality of health and safety conditions of the employees and the environment in line with approved regulatory requirements.

Egbin's IMS is fashioned and implemented in line with internationally accepted standards which include the following, and is maintained via a

suite of documentation and data management system that is available to all employees internally and other stakeholders through well-established controls and communications channels at their request.



ISO 9001:2015 – Quality Management Systems' requirements



ISO 14001:2015 – Environmental Management Systems' requirements



ISO 45001:2018 – Occupational Health and Safety Management Systems' requirements

Finally, in line with operational performance optimization process, during the reporting year, Egbin's investment in ensuring a cleaner environmental atmosphere led to the changing of the light bulbs of its 288 street lights from 250W to 60W, with future sustainability plans of changing all street lights to solar powered equipment. Also, our 380 employee commitment to not using fossil fueled transportation means has brought about the use of bicycles, scooters and electric buses provided by Egbin, thereby reducing carbon emissions, protecting the environment and improving employee health and wellbeing through bicycle riding exercises.



In order to optimize our operational performance, Egbin has put in place an Integrated Management System (IMS) with processes that have been developed and implemented to continuously generate power to the national grid which meets and exceeds stakeholders' expectations



Street lights changed to energy saving options



employee commitment to not using fossil fueled transportation means

opting to use bicycles, scooters and electric buses provided by Egbin



# Managing our Assets – Egbin Power Plc. Philosophy

Egbin believes that a functional society requires reliable supply of energy. As such, our asset management philosophy is hinged on the premise that except for extraneous challenges such as inability to receive the needed amount of gas, inability for supply offtake by the grid management system, our six generating plants must be functional at all times. Our philosophy which is based on three key areas - People, Equipment (operations & efficiency) and Processes.

## Our Asset Management Philosophy



## Our Asset Management Philosophy KPIs

- Competitive workforce
- Enterprise first mentality and behaviour
- Complying with regulations
- Zero operational trip
- Zero equipment breakdown
- Competitive unit cost of power generation



## Managing our Assets – Maintenance Efficiency

In line with our philosophy, we have continued with our long-term maintenance approach which saw to the huge success achieved in our operations in 2021, despite the continued disruptions of the pandemic.

Our short-term maintenance plans, which have been tied into the long-term maintenance management and the digitization of the data logging processes for various shift operations has ensured that in 2021, we were able to increase our generation and supply of energy to the national grid by 17.18% from 547MW in 2020 to 641MW.



### 17.18%

Increase in supply to the national grid from 547MW to 641MW





57.9%

Average Plant Availability  
In reporting year



71.26%

Average Plant Reliability  
In reporting year



## Managing our Assets – Plant Availability & Reliability

During the year, the plant availability averaged 57.79% whilst reliability averaged 71.26%. The table below showcases the monthly percentages for availability and reliability of the plant.

Month	Availability	Gross Generation (MW)	Reliability
Jan	68.60%	767.92	80.44%
Feb	74.84%	817.90	80.31%
Mar	64.74%	765.41	70.50%
Apr	65.15%	769.49	79.98%
May	62.04%	707.46	78.62%
Jun	57.57%	713.26	79.54%
Jul	54.06%	621.47	62.70%
Aug	58.20%	543.28	68.74%
Sep	51.39%	503.70	66.10%
Oct	42.57%	413.84	62.24%
Nov	43.96%	513.98	65.44%
Dec	51.63%	571.48	61.57%
YTD	57.79%	641.18	71.26%

# Total Quality Management

## – Quality, Health, Safety and Environment

Total Quality Management (TQM) as the name implies is at the heart of our energy generation objective. Our TQM system is founded on understanding the requirements of all stakeholders who are interested in how we carry out our business operations; and our approach to managing the inherent risks associated with business, which could result in consequences that are negative to our stakeholders as well as create new opportunities for all.

The pandemic brought with it new challenges to managing our TQM as it relates to the Quality, Health, Safety, and environmental processes. Over the years, the Board of Directors and the management having put in place the Management Information System (MIS) measurement strategy, were able to adjust more robustly to the challenges posed by the pandemic such as physical interactions etc.

Our approach to TQM is founded on understanding the requirements of all parties internal and external towards managing our business enterprise risk management. The challenges are segregated into enterprise risks which

are addressed at the senior management level and operational risks which are managed at the departmental level. Through our Management Information System (MIS) measurement strategy, reviews are done periodically in order to identify risks and opportunities, which are then used to set corporate objectives and the necessary strategic initiatives to mitigate the risks and/or seek the opportunities.

This approach has put in place systems to monitor and manage our enterprise and operational risks and opportunities. They include but are not limited to the following:

-  Enterprise and departmental risks management processes and registers.
-  Document management and control systems
-  Changes in internal and external issues and challenges
-  Performance measurement criteria and indices.



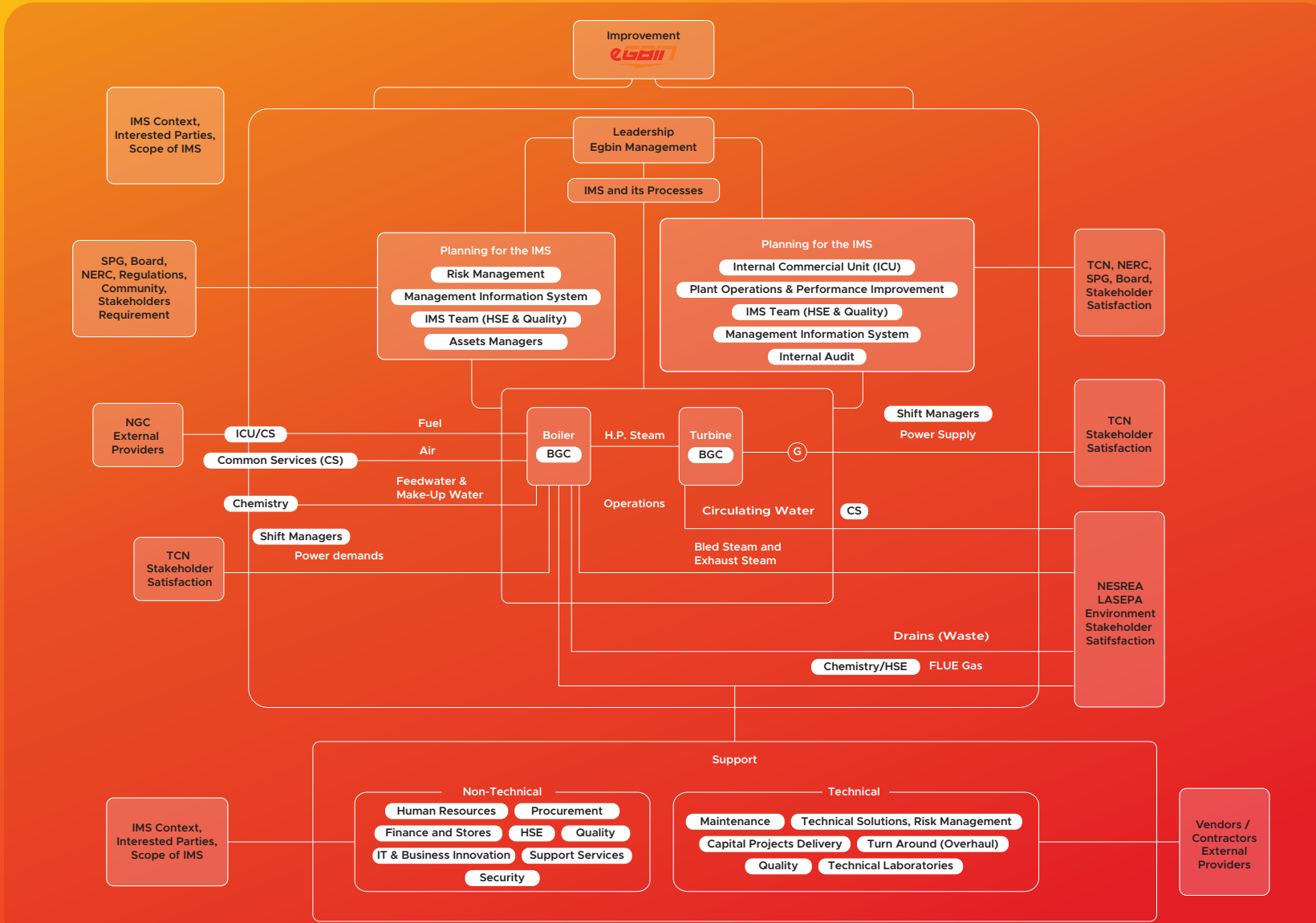
Over the years, the Board of Directors and the management having put in place the Management Information System (MIS) measurement strategy, were able to adjust more robustly to the challenges posed by the pandemic such as physical interactions etc.

These amongst other things are usually reviewed during the monthly management MIS sessions and quarterly board MIS sessions, to establish the impact of the TQM strategies and also to update the strategies to achieving the overall organizational goals.

Our sections on protecting the environment, people and society provide more insights into managing our TQM approach to QHSE in the new normal.



Increasing Energy Output



Following from the challenges posed by the pandemic which started in 2020 and continued all throughout 2021, our strategic changes in the manner in which we conducted our business in line with health and safety regulations by the national regulatory agencies in charge of the pandemic, created a smooth transition to the new normal in 2020 and the continued improvements of our strategic approach to managing our business in the new normal.



# Total Quality Management – Managing Contingencies/Accidents

The need to adjust to managing contingencies resulting from the pandemic has been key to managing our sustainability footprints in 2020 and 2021.

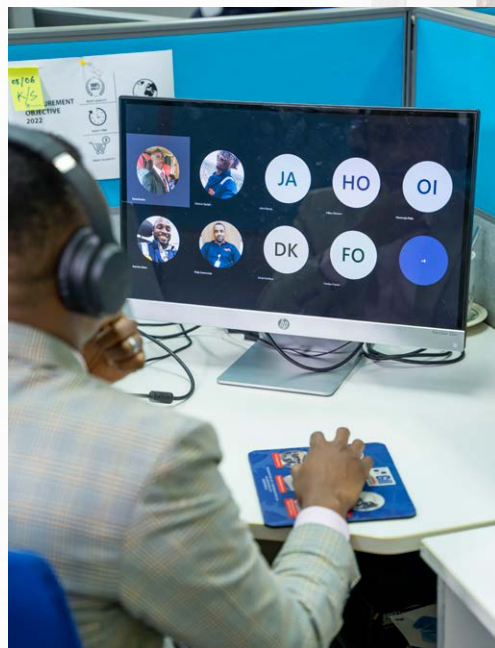
At Egbin, managing our sustainability footprints is the responsibility of every employee. As such our goal of zero accidents and contingency management is embedded in our short, medium, and long-term strategies in our contingency management system.

With the pandemic and the need for less physical contacts, Egbin introduced new technologies and the applications of these technologies in managing contact with hazardous energy. This included the improvement of our consultative management approach in gathering, analyzing, and disseminating information in contingency management.

To further reduce challenges, the continued use of virtual meeting systems, helped in the reduction of travel contingencies, increased emission risk, and physical contact which could have led to potential disruptions in our operations if there was a major outbreak of the covid-19 virus within the generating plant and adjoining communities.

Our emergency preparedness systems which had been upgraded in 2020, continued to improve

in 2021 with more employees had received the required training in operating during the pandemic and were now better able to apply them even from remote destinations. In all, the post Covid-19 virus era has created our realization and great awareness of the need for the control of biological hazards. In 2021, we have started our review of the critical takeaways from the virus and are developing new strategies such as online risk control methodologies for the coming years to ensure the management and control of biological hazards in order to maintain our sustainability footprints in the area of managing contingencies.



To further reduce challenges, the continued use of virtual meeting systems, helped in the reduction of travel contingencies, increased emission risk, and physical contact which could have led to potential disruptions in our operations if there was a major outbreak of the covid-19 virus within the generating plant and adjoining communities.





## Our Upcoming Strategies

Understanding our expectations is crucial to Egbin's sustainability success now and in the future, as well as the continued acceptance of our operations and contributions to the power sector and the Nigerian economy as a whole.

In view of this, Egbin has outlined key strategic initiatives that will guide the business in the near future towards achieving our goals of "Bringing Energy to Life Responsibly".

- 1 **Informed units' operations taking into cognizance the station annual maintenance plan** – We are putting in place a yearly maintenance plan to capture all planned shutdown and major maintenance activities. From the operations perspective, all these planned shutdowns are being taken into account and the station load capacity is properly declared.
- 2 **Adequate compliance with the partial activation of the PPA regime** – We have started a program that will ensure that Egbin Power Plc., imbibes the ethos of the Power Purchase Agreement regime that is set to begin by 1st of July, 2022. Our compliance is playing its part in ensuring the grid system stability and improved transparency in the power value chain.
- 3 **Economic implementation of load dispatch instructions from NCC based on units load capacity and behaviour** – A safe, timely and economic load dispatch execution is an important factor in bolstering the organization's bottom line. There is currently a conscientization process for the personnel who liaises

with NCC. For instance, the liaison personnel are encouraged to proactively request for load at system frequency.

- 4 **Re-sensitization of front-line power plant operators on efficient and economic day-to-day running of the units.** – Towards ensuring increased savings on excessive natural gas consumption, excessive make-up water consumption and energy, we will implement a re-sensitization program for all front-line operators and this should also boost the revenue generation capabilities of Egbin Power Plc.
- 5 **Developing and implementing a sterling water loss management policy** – We will be developing and implementing a water loss management policy is also intended to bolster company's bottom line hence the proposed improved operational processes will translate into improved revenue generation.
- 6 **Fostering of operations work unit (Department) inclusivity and proper handshake strategies** – Our people are our greatest assets, as such we will continue to improve on the working environment of our people to bring about continued

and increased Team spirit, cohesive work force and adequate communication framework which will help achieve better operational processes, as it is currently being fostered and encouraged within the operations team.

- 7 **Ensuring continuous effort to prioritize all defects / trouble memo** – Implementation of RACI chart to ensure that the BGC & CS Leads takes responsibility for prioritizing all defects raised while the shift managers are accountable for compliance.
- 8 **Continuous Capacity Development for all training and Conferences** – We will continue to implement our top quality learning and development strategies in order to ensure that our employees' skills are updated and upgraded. This will include simulator training for all and mentorship scheme for new Operations and maintenance employees.



# SPOTLIGHT



## Sikiru Gbadamosi

Chief Technical Officer

My responsibilities as the Head of Operations and Asset Manager Common services respectively, prepared me for my current role as the Chief Technical Officer.

Managing assets and general operations of any generation company are integral components of energy generation. This is because you are responsible for setting up, implementing, and managing the operational strategies that ensure that the overall organizational strategic objectives and Key Performance Indicators are achieved.

Today, my experience in my previous role has helped me take full responsibility for effective coordination and optimal performance of all technical teams responsible for generation as well as provide end-to-end leadership in the management of the department's generation operations – Operations, Assets Management, Maintenance and Workshop Management.

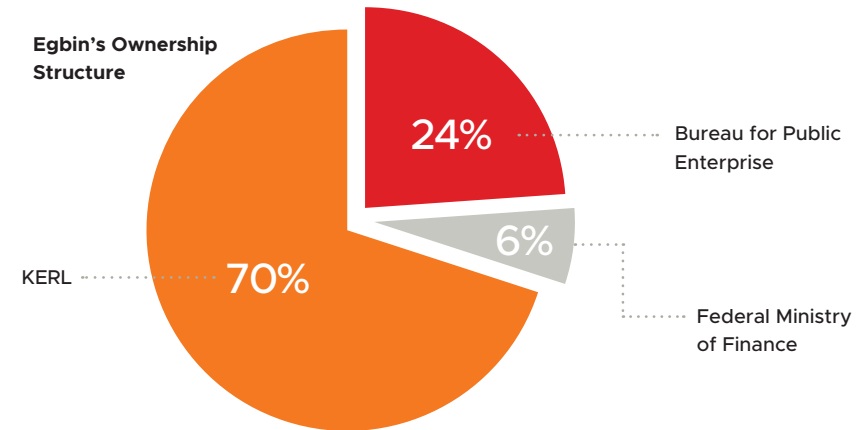




CREATING WEALTH  
SUSTAINABLY

## Shareholder's Investment Structure

Since the takeover of Egbin Power Plc in 2013 from Federal Government of Nigeria's privatization exercise of the generation and distribution assets, Egbin's ownership structure has remained the same. During the privatization exercise, Kepco Energy Resource Limited (KERL) acquired a 70% stake in the power plant, with the Bureau for Public Enterprise and agency of the Federal Government of Nigeria, with the mandate for privatizing government assets holding 24%, whilst the balance of 6% is held by the Federal Ministry of Finance on behalf of the Federal Government of Nigeria.



## Investments – Inputs

During the reporting year, Egbin invested the sum of NGN155 billion in its strategic assets which included human and intellectual capital, supply chain management, sources of energy such as natural gas, diesel oil etc., asset management, maintenance and financial management in the form of regulatory payments to government for social infrastructure service provision.

Some of the major investments towards achieving its output for the years include NGN141.95 billion on direct operations, NGN3.7 billion on human capital and intellectual capacity enrichment; NGN7.37 billion on Supply Chain Management; as well as NGN2.1 billion in direct payment to government.

In all, Egbin's investments (input and output) can be better affirmed through the impact it created during the year which include the following:

- 1 Wages and salaries to employees
- 2 Direct payment to government
- 3 Payment to suppliers
- 4 Payment to financiers
- 5 Smart energy solutions for industrial and infrastructural customers
- 6 Investments in the wellbeing of society and environment
- 7 Improved resource efficiency, recycling, and recovery through circular economy services



**N141.95Billion**

Amount spent on direct operations



**N3.7Billion**

Amount spent on human capital and intellectual capacity enrichment



**N2.1Billion**

Direct payment to government



# Managing Supply Chain

Egbin has concluded a successful 2021 and is confronting the new normal brought about by the COVID-19 pandemic, by putting in place strategies to improve towards adapting its supply chain and commercial strategy to an unprecedented level of volatility and uncertainty across businesses.

As we were all aware, 2021 was a year to try to start the recovery from the worst effects of the pandemic in terms of activity and financial results. As such we have started the process of putting strategies in place to actively dialogue with our suppliers and equipment manufacturers to understand their needs and priorities in order to maintain relationships/partnerships we have formed over the short and long-term which could lead to opportunities for improved efficiencies in our supply chain management system, using technological and digital integration.

In view of this, in 2021, we made improvements in supply chain management process and procedures by adopting a post supply/service evaluation matrix to further review suppliers/service providers performance after the delivery. This has further helped in the supply chain management qualification and approval process as suppliers who have fallen below the service delivery threshold are issued letters of displeasure for poor service delivery and if there is a repeat of poor service delivery such suppliers and/or service providers are duly blacklisted by Egbin.

During the year, there were a total of 370 suppliers and/or service providers in our Supply Chain Management database who had gone through a rigorous assessment and approval process. Like mentioned above, we have also expanded our assessment criteria by the use of the post service delivery assessment review system. Our Supply Chain Management (SCM) database include the following types of providers:

- Contractors
- Brokers
- Wholesalers
- Consultants
- Distributors
- Original Equipment Manufacturers (OEMs)
- Manufacturers

Egbin's SCM system does not provide for licensing and/or franchising in line with regulations.

**370** 

**Suppliers and/or service providers in our Supply Chain**

Who have gone through a rigorous assessment and approval process



”

We made improvements in supply chain management process and procedures by adopting a post supply/service evaluation matrix to further review suppliers/service providers performance after the delivery.

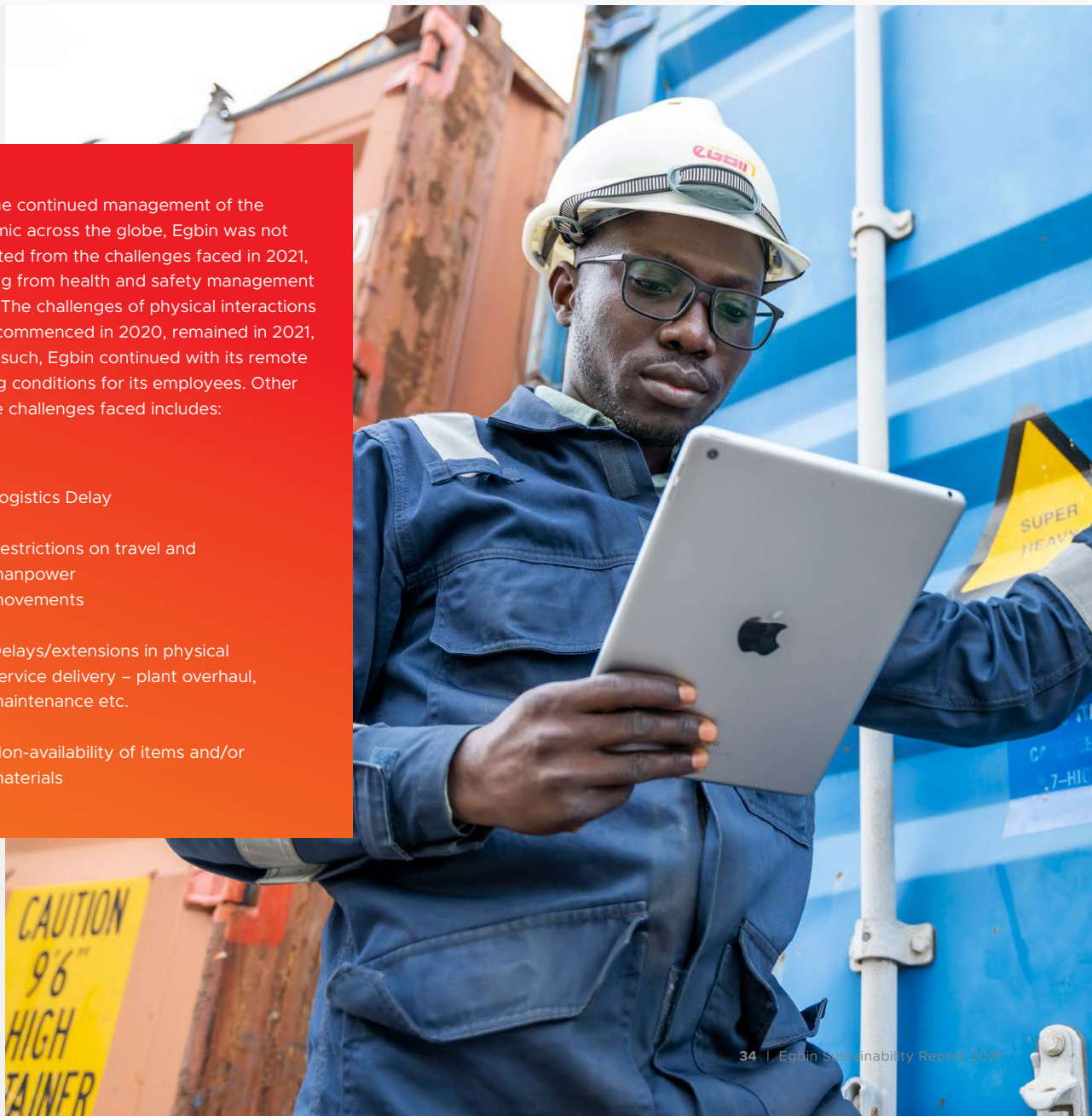


Further information on the categorization of our suppliers and responsible departments.

Local (%)	Foreign (%)	Departments
82%	18%	Maintenance – Instrumentation & Control
98%	2%	Support Services
62%	38%	Maintenance - Mechanical
48%	52%	Technical Risk Engineering and Project
66%	34%	Maintenance – Electrical
98%	2%	Information Technology
100	0%	Asset Management
97%	3%	Human Resources
97%	3%	Chemistry
100%	0%	Security
100%	0%	Procurement
98%	2%	Health Safety & Environment
100%	0%	Maintenance - Workshop
98%	2%	Plant Operations Performance Improvement Team
100%	0%	Capital Projects Delivery
100%	0%	Stores

With the continued management of the pandemic across the globe, Egbin was not exempted from the challenges faced in 2021, resulting from health and safety management issues. The challenges of physical interactions which commenced in 2020, remained in 2021, and as such, Egbin continued with its remote working conditions for its employees. Other notable challenges faced includes:

- Logistics Delay
- Restrictions on travel and manpower movements
- Delays/extensions in physical service delivery – plant overhaul, maintenance etc.
- Non-availability of items and/or materials





Profiting Sustainably

Considering that Egbin's focus on QHSE was key to ensuring continued economic growth in a period of pandemic, a major aspect of our 2021 SCM priorities were on ensuring that suppliers with a high level of potential negative impact on the society were monitored to ensure that proper actions were taken to mitigate such occurrence. The table below provides more insight into this.

**TYPE OF SUPPLIER**  
**Chemical Supplier**

---

**NO OF SUPPLIERS**  
**18**

**POTENTIAL NEGATIVE IMPACT**  
Chemical Spillage  
Defective Truck  
Lack of adequate Personal Protective Equipment (PPE)

**ACTION TAKEN TO MITIGATE RISK**  
Ensure that trucks are in good condition before they are allowed passage into the plant

Ensure that adequate PPEs are used before entry into the plant.

**TYPE OF SUPPLIER**  
**Civil Contractors**

---

**NO OF SUPPLIERS**  
**21**

**POTENTIAL NEGATIVE IMPACT**  
Use of unqualified personnel to carry out tasks.  
Lack of understanding of work scope.

**ACTION TAKEN TO MITIGATE RISK**  
Evaluation of contractor's resume and or work experience. E

nsure that adequate PPEs are used before entry into the plan

**34%**

Service providers reviewed for impact assessment in line with the SCM Policy

**N7.37 Billion**

Amount invested in SCM activities

During the year, Egbin identified four major areas of potential negative environmental impact for the business. These include the following:

1. Use of non-environmentally friendly gases used in the air-conditioning within the office.
2. Tree felling during construction and expansion activities
3. Use of chemical (herbicides) for weed control
4. Spillage of sulphuric acid

We have continued to mitigate against these impacts through regular improvements in our Supply chain management process. Some of these improvements include but not limited to the following

1. Post supply/service evaluation has been adopted to review suppliers' performance after service/supply completion.
2. Regular assessments of our SCM database of suppliers to ensure compliance with our policy
3. continued training and communication of the requirements of our policy to suppliers and other third-party business partners.

Of the 370 service providers on Egbin's SCM database, 34% of them were reviewed for impact assessment in line with the SCM Policy. Also, a total of about 28% had potential negative impact on the organization's activities.

In 2021, the amount of NGN7.37 billion was invested in SCM activities to improve Egbin's resilience and adaptability to business and global disruption.





# Financials

Overall, we view our socio-economic impact performance to be in line with our sustainability footprints which we started in 2015, with the first ever sustainability report in the power sector. We have continued our journey which is culminating in the release of the seventh edition of our sustainable report for 2021.

In line with our continued demonstration of commitment to a better environment through the reduction in our CO2 emission and our sustainability objectives, Egbin Power Plc will no longer print hardcopy/paper-based reports. Our 2021 Sustainability Report and all our subsequent reports will be only available only via paperless platforms.

In all, we will continue to pursue opportunities to further strengthen our activities and performance in 2022, with our better understanding of doing business in the new normal and our strategic initiatives to move us in the new direction.

## Economic value generated in 2021

**N153.8Billion**

Total Revenue

**N155.03Billion**

Total Cost

**N153.8Billion**

Net Revenue

**N204.4Billion**

Total Capitalization (Debts &amp; Equity)

**N413.3Billion**

Total Assets

## Incentives from Government

**N404Million**

Customs Duty Waiver Received in 2021

## Economic value distributed in 2021

**N141.6Billion**

Operating Cost

**N3.7Billion**

Employee Wages &amp; Benefits

**N347.3Billion**

Direct Cost QHSE – PPE's and others

**N46.8Million**

Indirect Cost QHSE

**N43Million**

Payment to Providers of Capital

**N88.1Million**

Training Costs

**N13Million**

Direct to QHSE

**N75.1Million**

Others

**N2.1Billion**

Payments to Government



# SPOTLIGHT



**Seqinah Akinwunmi**  
Chief Finance Officer

budgeting, tax, and external finance relationship management brought about a smooth transition in the evaluation of the accounting and finance management system of Egbin Power Plc.

I am now the Chief Finance Officer; and since taking on this role, I have been responsible for providing leadership, support, and strategic direction for the wonderful finance team at Egbin, who ensure that we are able to provide the management and board of Egbin Power Plc with timely, complete, and accurate financial and management information for better quality decision-making.

My experience at Egbin, is consistent with the way the Group and the organization has supported me and my career which enabled my team and I meet the departmental Key Performance Indicators in the areas of financial analysis and forecasting, cost management and revenue assurance and accounting for the organization's assets and liabilities at all times.

I joined Egbin Power Plc as the Head of Finance five years ago. Before joining the company, I had worked as the Financial Controller of the downstream Oil and Gas business of Sahara Group, Sahara Energy Resource Limited (SERL).

My responsibilities in SERL which entailed managing accounting, finance,





# SPOTLIGHT



**Yewande Ogunsuji**  
Head of Procurement

to proffer lasting solutions for managing identified gaps.

In my previous role, I worked with a team that was responsible for ensuring revenue assurance in the electricity distribution arm of the Sahara Group as Head of Revenue Protection and Enforcement, where my team was responsible for ensuring that revenue was accurately and efficiently collected through effective vigilance on the revenue generation and collection process, effective surveillance on the revenue accuracy process, through the reduction of maximum demand loss reduction and feeder loss reduction, as well as ensuring compliance with Service Level Agreements processes and procedure.

The aforementioned role has adequately prepared me to carry out my current role

and embrace my responsibilities to lead a team responsible for managing the Supply Chain system of Egbin. My role as Head of Procurement requires me to ensure that our efforts are channeled to providing value for money through the optimization and maximization of the value received from our suppliers and service providers, to meet their objectives in delivering quality and quantity in our power generation efforts and service delivery to our customers across the energy value chain.

Overall, I feel extremely fortunate that I can help the organization to fulfil its mission of “Bringing Energy to Life Responsibly”.





CARING FOR THE ENVIRONMENT



Caring For The Environment

Globally, there is an increasing expectation for urgent action to address the way and manner in which organizations manage the environment and nature as a whole. In line with this, Egbin has continued to strengthen its approach to managing challenges pertaining to biodiversity, waste, water management, emissions and the growing expectations on governance, performance and reporting related to the environment.

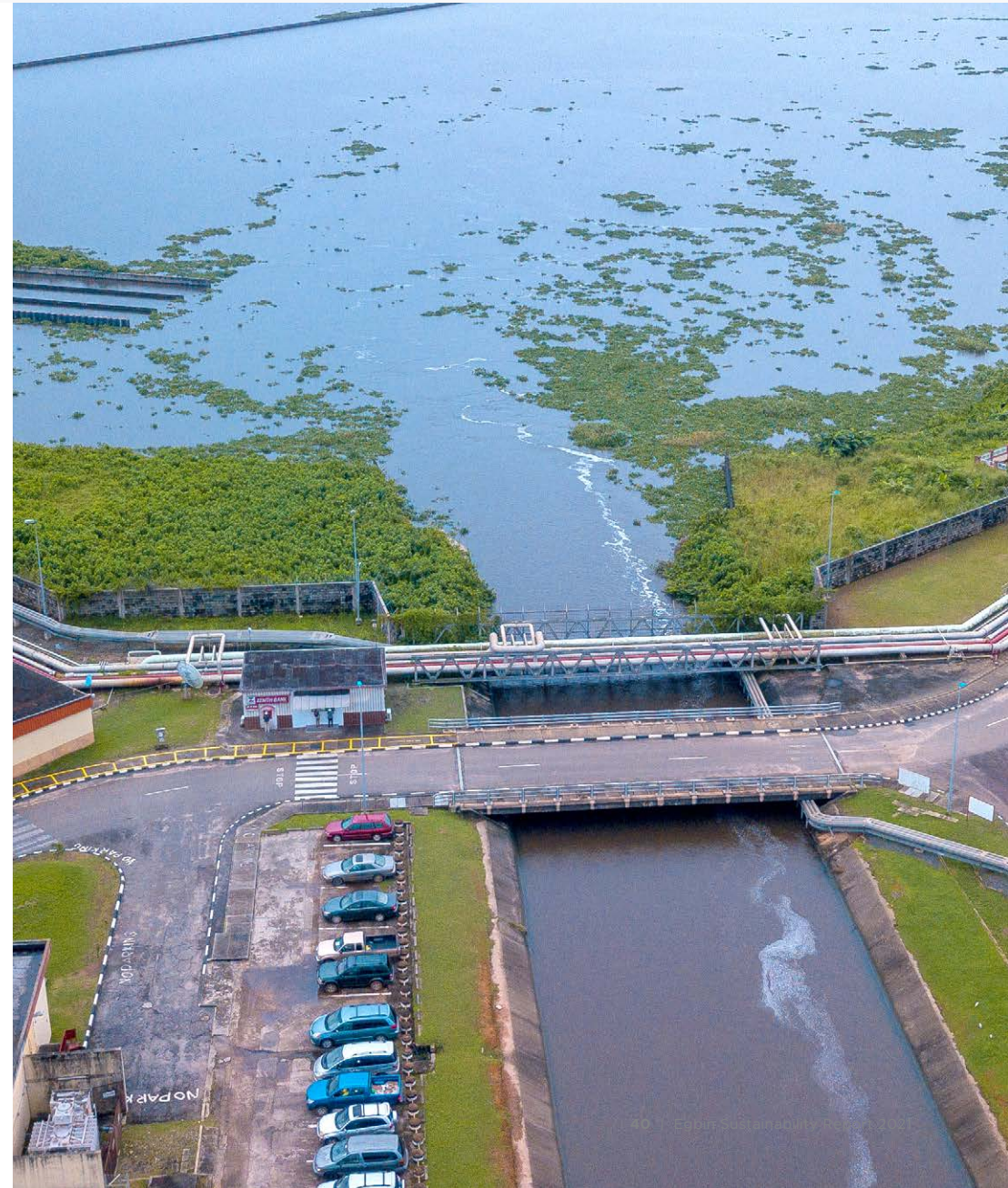
As the largest power generating company in Nigeria, it is appropriate for Egbin to be at the fore front of providing and maintaining global standards relating to environmental management. The management of our activities and potential impacts on the marine environment is very important. Our potential material impacts are related to discharges and accidental spills to water bodies, emissions to air and use of areas. Our goal to a more resource-efficient, circular economy is a key area of change, and we are improving our understanding of opportunities; for example, in relation to creating a paperless work environment and the management of wastewater towards ensuring that communities around the plant who require the water bodies for their economic prosperity are not harmed in any way. The essence of this is to ensure that our operations do not lead to the loss of potential economic viability of these communities. This is an increasing activity that requires the appropriate management of quantities of different types of materials and waste.

As a member of the British Safety Council, and the need to maintain the highest standards of environmental management, our approach entails environmental risk and impact assessments in plan-

ning phases of all our activities. It also includes environmental studies, monitoring programmes and collaborations to build knowledge. Our approach includes measures tailored to local conditions aiming at avoiding, minimizing, mitigating, or offsetting negative effects. We regularly assess our performance through reviews and assurance activities and set actions to improve when needed. Our environmental work is guided by our commitments to prevent harm to the environment, to apply the precautionary principle and to comply with all applicable environmental laws and regulations.



**Our approach to maintain the highest standards of environmental management includes measures tailored to local conditions aiming at avoiding, minimizing, mitigating, or offsetting negative effects. We regularly assess our performance through reviews and assurance activities and set actions to improve when needed.**





# Consumption and Utilization - Energy

Egbin's main source of energy generation is Natural Gas. Egbin power plant did not use any form of renewable fuel as this is not applicable to the equipment used in the energy generation by the plant. During the year, Egbin utilized 17,313,973.62MWH of natural gas in the generation of 641MW of energy during the year.

Of the total energy generated, 0.2% was consumed internally towards powering the plant's auxiliary equipment such as motor pumps, which keeps the power plant running efficiently. Also, a part of this energy was consumed by some of the common service equipment such as compressors to enable the smooth operations of the plant. The total internal electricity consumption by the plant during the year amounted 312,049.59MWH and 32,824.21MWH of energy was consumed within other parts of the organization during the year.

The standards of measurement of energy management by Egbin is The American Standard for Mechanical Engineers (ASME), which were derived from the organization's digital metering system installed for each of the six generation plants in the calculations used for determining the energy consumption and utilization.

Aside from Egbin's internal energy utilization, Egbin also provides energy for its partners such as the Transmission Company of Nigeria, Nigerian

Gas Company, and the Government Health Clinic that all situated within its environs. A total of 603MWH was consumed by them.

Egbin's energy intensity ratio is computed using the formular Energy Consumed/Energy Generated. The energy intensity ratio for the year was 3.14, which include Fuel (Natural Gas and Diesel) and Electricity (Auxiliary and Station consumption).

In all, energy consumption in 2021 was higher than 2020 due to an increase of 810,648.32MWH in gross energy generated. However, Egbin was able to reduce its electrical energy intensity (generated and consumed) from 0.057 in 2020 to 0.055 in 2021, as a result of the organization's compliance standards of adherence to its standard operating procedures leading to improved operations management and maintenance plans. The overall energy intensity for the organization reduced from 3.192 to 3.138 in 2021.

## Energy Utilization Stats

Main source of energy:  
**Natural Gas**



**17,313,973MWH**

Natural gas utilized



**312,049MWH**

Energy consumed by the plant

**32,824MWH**

Energy consumed in other parts of the organisation

**603MWH**

Energy provided to partners

Transmission Company of Nigeria, Nigerian Gas Company, and the Government Health Clinic that all situated within its environs



**3.138**

Overall organizational energy intensity

A reduction from 3.192 in 2021





# Consumption and Utilization - Water

Water is crucial to our business. It is the main source of the plant's steam turbines as well cooling the machines and the water disposal canal. To produce power, Egbin requires sufficient quantities in its six water wells and water flow from the lagoon. As we continue to manage sustainability in our business approach, we must be particularly vigilant in the management of water as a source to energy generation as well as waste in order to ensure that our surrounding communities remain sustainable as the water source provides them economic activities for sustenance.

Egbin's approach towards identifying water related impacts is the Hydrology/Aquatic studies which is carried out monthly by the in-house department responsible for the activity as well as external regulatory authorities such as Lagos State Environmental Protection Agency (LASEPA), National Environmental Standards And Regulations Enforcement Agency (NESREA) and National Oil Spill Detection and Response Agency (NOSDRA) who are the independent auditors appointed by the regulators responsible for the evaluating Egbin's impact on the surrounding water bodies.

The scope of all such reviews and assessment in the local legislature and technical standard requirements of each of all the machine used in the energy generation process. As part of the process, a review of all our appointed suppliers and contractors responsible for management of the use of water are evaluated based on their sustainability track records in line with the organization's assessment criteria. Other ways of managing water related impacts of the plants activities is the use of Egbin's cooling canals for the movement of water, which helps to drop the water temperature by at least two degrees Celsius.

The organization's guidelines, processes, and procedures for the management of the use of water have been developed in line with industry technical standards, as well as state and national regulations. Our guidelines are continually reviewed in line with changes in local and national regulations to ensure that Egbin is up to date with requirements of the law.

During the year, a total of 900,689 mega liters of water came from ground sources, whilst sea water amounted to a total of 285,838,800 mega liters. A total of 286,739,489 mega liters of fresh water was withdrawn using an average of four wells in 2021 at a flow rate of 270cubic meter/hour.



## Water Utilization Stats



Main source of energy:  
**Ground & Sea Water**



**900,689MLiters**  
Water from ground sources

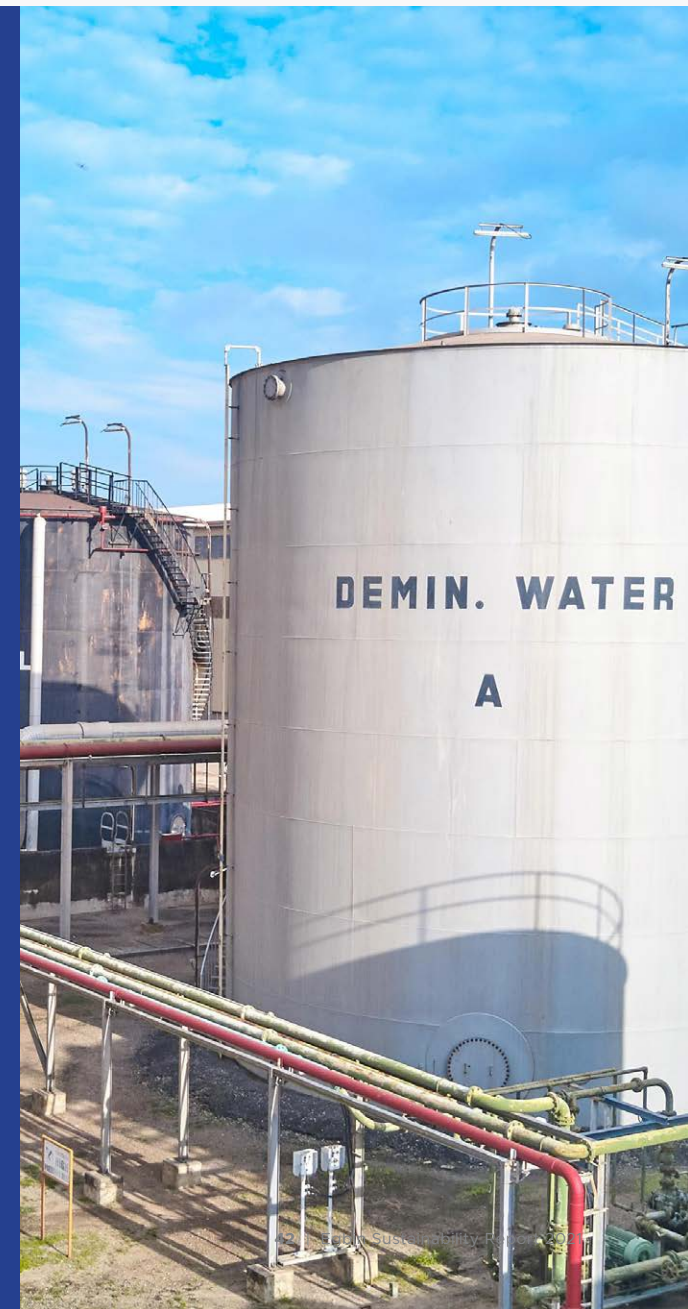


**285,838,800MLiters**  
Water from the sea

**286,739,489MLiters**  
Total fresh water withdrawn



**270CM/Hour**  
Average flow frate, using an average of four wells





# Consumption and Utilization – Emissions

Egbin's Flue Gas Analyzer was shipped out for repairs in the reporting year, and was returned towards the end of 2021. As such, Egbin was unable to document the rate of emission there is no documented emissions data for this period. However, Egbin will continue gathering emissions data in 2022 and will provide necessary details in the subsequent reporting period.



# Consumption and Utilization - Biodiversity

The degradation of biodiversity is one of the biggest environmental problems globally. We are committed to enhancing the biodiversity of our operations and monitoring our control mechanisms towards ensuring that we protect and, if possible, enhance the ecological value of the land and water around our assets and educate our employees, service providers, and business partners on the importance of protecting biodiversity.



As part of our commitment to ensuring biodiversity, Egbin ensures that it monitors and manages five critical approaches to biodiversity management:

- 1 **Hydrology/Aquatic studies** – This is the monthly review of its operations and its impact on the environment and surrounding water bodies. This is reviewed by the regulatory authorities – LASEPA and NESREA and audited and evaluated NOSDRA the accredited external auditors who are responsible for ensuring that measures taken by Egbin are in line with local and international regulatory standards
- 2 **Monitoring of the organization's operational process** – the organization has put in place standards for the testing and monitoring of the levels of flue gas and exhaust characteristics in the operational control room and this is reviewed by the management to ensure that they are in line with local regulatory operational standards.
- 3 **Management of hazardous waste** – Our waste management system standards provides for the careful separation, storage, and evacuation of hazardous waste by approved waste disposal business partners ensures that such waste does not lead to contamination of the land and impact the local farming community harming the local food value chain system.
- 4 As an organization, we believe that the growth of our power plant and other ancillary infrastructure development is key to ensuring our business sustainability. As such, we are continually putting in place strategies to manage our land resources through the development of sustainable infrastructure through the use of efficient and effective spacing that maintains the nature and its natural habitat.
- 5 Our continued monitoring of the fauna and flora characteristics and its impact on environmental conditions.



# Environmental and Waste Management – Conservation, Hazardous & Solids

Reliable waste management and resource efficiency are important in a sustainable society. AT Egbin, our waste management system recognizes four priorities areas as it relates to waste generation and impacts such waste could have on the business, people, society, and environment.



## Our Waste Management Process

With the management of a health and safety challenge arising from the global pandemic, Egbin's approach to managing its waste management process was the in-depth understanding of key items contributing to its priority areas





## Caring For The Environment

To manage our waste management system implementation and monitoring, our focus is on the Egbin “three Rs” to waste management – “Reduce”, “Reuse” “Recycle”.

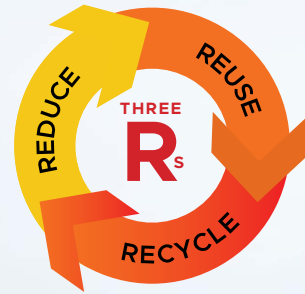
WASTE TYPE	Waste Storage Area	Waste Bin Color	WASTE Management	WASTE Reduction Plan	Waste Managers
<b>PAPER Based waste</b>	Main Store, Waste Dump	Green	Recycle	Use of email Duplex printing	Abike Global ventures
<b>Kitchen Waste</b>	Behind Canteen	Green	Composting	Sensitization on avoidance of waste	Abike Global ventures
<b>Vegetation</b>	Composting area	NA	Composting	NA	Corporate Services
<b>Hazardous Chemical (See chemical register)</b>	As specified by Safety Data Sheet	Red	As specified by Safety Data Sheet	Regular maintenance of Machines, Training, LCA considerations	NA
<b>Sewage</b>	Septic Tank	NA	Waste treatment Plant	NA	Egbin Power
<b>Toner Cartridge</b>	Safety Store	Red	Disposal by accredited Waste Management consultant	Use of email and electronic documentation.	Accredited waste managers
<b>Florescent Light bulbs</b>	Florescent Light bulb Bin	NA	Disposal by accredited Waste Management consultant	Introduction of automated lighting system.	Accredited waste managers
<b>Transformer Oil</b>	Store in non-leaking drum at Anderson Store	NA	Disposal by accredited Waste Management consultant	Maintain equipment for managing transformer oil to function optimally	Accredited waste managers
<b>Turbine Oil</b>	Store in non-leaking drum at Anderson Store	NA	Scooping from neutralization sump pit Quarterly and Disposal by accredited Waste Management consultant	Follow the proper standard operating procedure (SOP) of the oil purifier and ensure there are not leakages from any oil system.	Accredited waste managers
<b>Motor Oil</b>	Store in non-leaking drum at Anderson Store	NA	Disposal by accredited Waste Management consultant	Efficient transport management	Accredited waste managers
<b>Metallic Waste</b>	Anderson Store	Blue	Recycle	NA Build Scrap Yard.	Accredited waste managers
<b>Batteries</b>	Anderson Store	Red	Recycle	Maintenance free- NA Others- Frequent routine checks	Accredited waste managers
<b>Effluent</b>	Transient		Cooling via Canal	NA	Egbin Power Plc
<b>CO2 and other combustion emissions</b>	Transient	NA	Release Via Stack	Improving plant efficiency	Egbin Power Plc
<b>Plastics</b>	Main Store, Waste Dump	Green	Recycling via scavengers foraging through land fills	Advice on the minimization in use of plastics in packaging product	Scavengers
<b>Wood</b>	Anderson Store	NA	Reused, sold or disposed	NA	Egbin Power Plc
<b>Used Equipment/ Machinery</b>	Anderson Store	Blue	Recycle	Regular Maintenance, Pre- purchase evaluation, building a store for used machinery.	Egbin Power Plc
<b>Unused powered Lighting</b>	NA	NA		Use motion detector to control power usage	



With a plant that has six similar energy generating units, we have put in place circularity measures such as ensuring that defective components from any of the six units are stored safely pending approved documentations for the release of such component.

In 2021, a total of 936 tons of waste was generated by Egbin – Domestic waste 468 tons, Office waste – 468 tons and Plant waste (includes waste metal, waste oil) are stored for recycling. Also, in line with local regulations, the state regulated waste disposal management authority are responsible for evacuation of waste from our site. There were no regulatory fines and/or penalties during the year.

**Our waste management system implementation and monitoring**



**936Tons**

Total Waste generated



**468Tons**

Domestic Waste



**468Tons**

Office & Plant Waste (includes waste metal, waste oil) are stored for recycling.



# Planning and Response – Occupational Health and Safety

With the world fighting a pandemic, ensuring safe operations and the responsible provision of energy, with very little or no incidents, remained Egbin's priority. As the nation's largest energy generation company where a lot of our activities depend on the health and safety of our workforce and business partners, we remain determined to ensure that our strong collaboration with our people and business partners was at the heart of safeguarding people, assets, and the environment.

Everyone, continued to be impacted by the Covid-19 pandemic across various activities and service delivery expectations during 2021, making it more challenging to conduct our business in accordance with our plans, thereby requiring us to adopt a new normal as the only way to provide energy and bring Energy to Life responsibly.

During the course of the year, several security threats arose across business environments both physically and virtually, which increased the level of security risks. Some of the threats which included cybersecurity exploitation as a result people working remotely and having access to our network. In 2021, continuing from the strategies put in place during the peak of the pandemic, Egbin ensured the following to not only reduce the risk of our people and business partners contacting the Covid-19 virus, but also to ensure that they were able to generate enough energy

into the grid, thereby enabling the recovery of the economy which had gone into a recession at the end of 2020.

Egbin maintained the discipline of gathering people together for physical meetings and improved the level of virtual trainings in order to keep employees and others abreast of new challenges and opportunities during a period of pandemic. We maintained the increased intensity of communication via emails and poster for those physically present at the plant and around its environs, as well as its business partners on the necessary health requirements prescribed by local health authorities towards managing the pandemic.

As part of the internal management of occupational health and safety risk, we continued the enforcement of wearing facemasks at all times to reduce the spread of the virus. Also maintained were the bi-weekly random Covid-19 tests which had started in 2020 and the self-isolation mandate for anyone who contacted the virus along with the full Covid-19 treatment. Our communication on the need for improved hygiene practices were amplified in order to ensure that there was no laxity that could lead to a major outbreak of the virus in the organization.

Our approach to occupational health and safety was predicated on the Egbin Quality, Health,

Safety and Environment guidelines which had been upgraded as a result of the pandemic and had been developed based on the local and international standards for managing risks as well as other regulatory imperatives that included:

1. Nigerian Electricity Safety Code 2014
2. Nigerian Factory Act 2004
3. Egbin's voluntary commitment to and implementation of the requirements of ISO 45001:2018 – Occupational Health and Safety management
4. International Labor Organization (ILO) regulations

**We continued the enforcement of wearing facemasks at all times to reduce the spread of the virus. Also maintained were the bi-weekly random Covid-19 tests which had started in 2020 and the self-isolation mandate for anyone who contacted the virus along with the full Covid-19 treatment.**

To promote our employees' health, the organization provides a health insurance scheme for all employees and their immediate family members.





# Planning and Response – Disasters and Emergencies

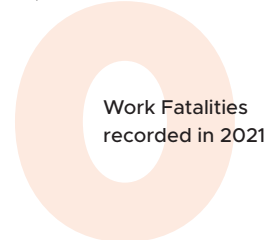
Hazard identification processes, play a critical role in managing workplace related hazards in Egbin. In line with our commitment to ensuring a workplace free of disasters, Egbin's procedures for job management includes the breaking down of tasks to simple steps, thereby making easier to identify potential hazard risks associated with each job role and provide the needed control measures that are used to mitigate the occurrence of such hazards. As part of the mechanisms for monitoring and managing hazardous risks, Egbin has in place a Service Desk via Zoho reporting platform which enables quick and reliable reporting on hazardous risks within the plant and general offices.

Egbin over the years has ensured that it familiarized its employees with the Nigerian Electricity Regulatory Commission Health and Safety Code part 1 section 1.5(d), which provides workers the right to remove themselves from threats that could lead to serious injuries or death within the organization. Communication and reminders of this via all our communication channels was even more pertinent considering the increased risk brought about by the pandemic.

With the additional strain (physical and mental) as a result of the challenges faced during the pandemic, in 2021, Egbin QHSE incident reporting processes which are managed by the technical solutions, maintenance and operations depart-

ment increased its focus to ensure that employees and business partners were duly monitored to avoid major incidents. We embarked on increased numbers of training relating mental health, stress management and conducted more regular health surveillance checks towards maintaining the highest level of risk mitigating processes through the 35-man Safety, Health and Environment committee which cuts across all the departments in the organization and the 20-man safety management committee which provided leadership guidance all through the year.

Egbin has in place an occupational health and safety system, which covers all employees as well 370 persons who are not employees of Egbin but provide various services in workplaces managed by the organization. Egbin recorded no work-related fatalities during the year. However, there were 4 serious work-related injuries during the year. 2 employees and 2 non-employees with employees contributing 101,842 man-hours and non-employees 87,432 man-hours, making a combined total of 189,274 man-hours of work.



We embarked on increased numbers of training relating mental health, stress management and conducted more regular health surveillance checks towards maintaining the highest level of risk mitigating processes through the 35-man Safety, Health and Environment committee

**101,842**

Man-hours contributed by employees



**87,432**

Man-hours contributed by non-employees



# SPOTLIGHT



## Chris Babayemi

Health, Environment & Safety Lead

facets of safety operations as a supervisor helped me better understand the value of implementing safety programs.

The role has been instrumental today to my approach to developing broad based operational safety strategies that the safety team put in place to manage the safety and brand reputation across the organization. The management of the organization's Employee Safety programs, Plant Emergency Response team, as well as compliance with safety regulations and laws has been an eye opener to better lead a team of safety professionals in delivering on the organization's broad based strategic safety objectives through a bird's eye view to safety management.

As the Health, Safety & Environment Lead, I am responsible for ensuring organizational compliance with both internal safety policies and external safety regulations. It is the knowledge of this responsibility that informs the setting of departmental Key Performance Indicators which drive the Safety Department in achieving its goals as well as the overall organizational objectives of "zero accidents" and "Bringing Energy to Life Responsibly" in line with our sustainable footprint.

Safety is the heartbeat of any organization, as a safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/illness costs, increase productivity and quality.

This is why my previous role as Safety Supervisor has been critical to deploying and implementing the organizational and departmental safety operations strategies. Working on the different





*Empowering People*



# Our workforce our future

Our objective is to be a responsible employer that offers a diverse and motivating work environment and invests in personnel development and wellbeing. At Egbin, our guidelines and leadership approach govern matters relating to our people. At Egbin, our core values and code of ethics describe the core elements and guiding statements for leadership, teamwork and individual contribution; thus forming the basis for the corporate culture.

In 2021, a total of 33 new employees were hired by Egbin. Of the 33 new hires, 3 were female and the rest were male ranging between the ages of 20 years and 50 years. Also, during the year, a total of 34 employees exited the company through resignation, retirement, and death during the period under review - 7 women and 27 men aged between ages between 26 years to 60 years. In all, Egbin ended the reporting year with a total of 373 employees.

During the year, our full-time employees continued to receive other non-cash benefits which included – Group Life Insurance, Employer Pension Contribution, On-site Housing allocation, Group Accident Insurance and annual comprehensive medical check-up. Also, during the year, a total of 373 employees – 339 male and 34 female were entitled to parental leave. A total 31 staff – 29 male and 2 female utilized their leaves throughout the period, with all of them returning to work at the conclusion

The pandemic has required us to adapt to new ways of working and our focus on flexibility and collaboration continued into 2021. Towards ensuring the wellbeing of our staff, measures such as mandatory quarantine, bi-weekly Covid-19 tests were maintained to ensure a healthy working environment. Also, employees were encouraged to take the Covid-19 vaccine that was being administered by the Nigerian health authorities at nearby primary healthcare centers.

### 2021 NEW & OUTGOING EMPLOYEE STATISTICS

#### INCOMING



New employees



#### OUTGOING

Due to resignation, retirements and death



Outgoing employees



“

Our full-time employees continued to receive other non-cash benefits which included – Group Life Insurance, Employer Pension Contribution, On-site Housing allocation, Group Accident Insurance and annual comprehensive medical check-up.

PARENTAL LEAVE

373

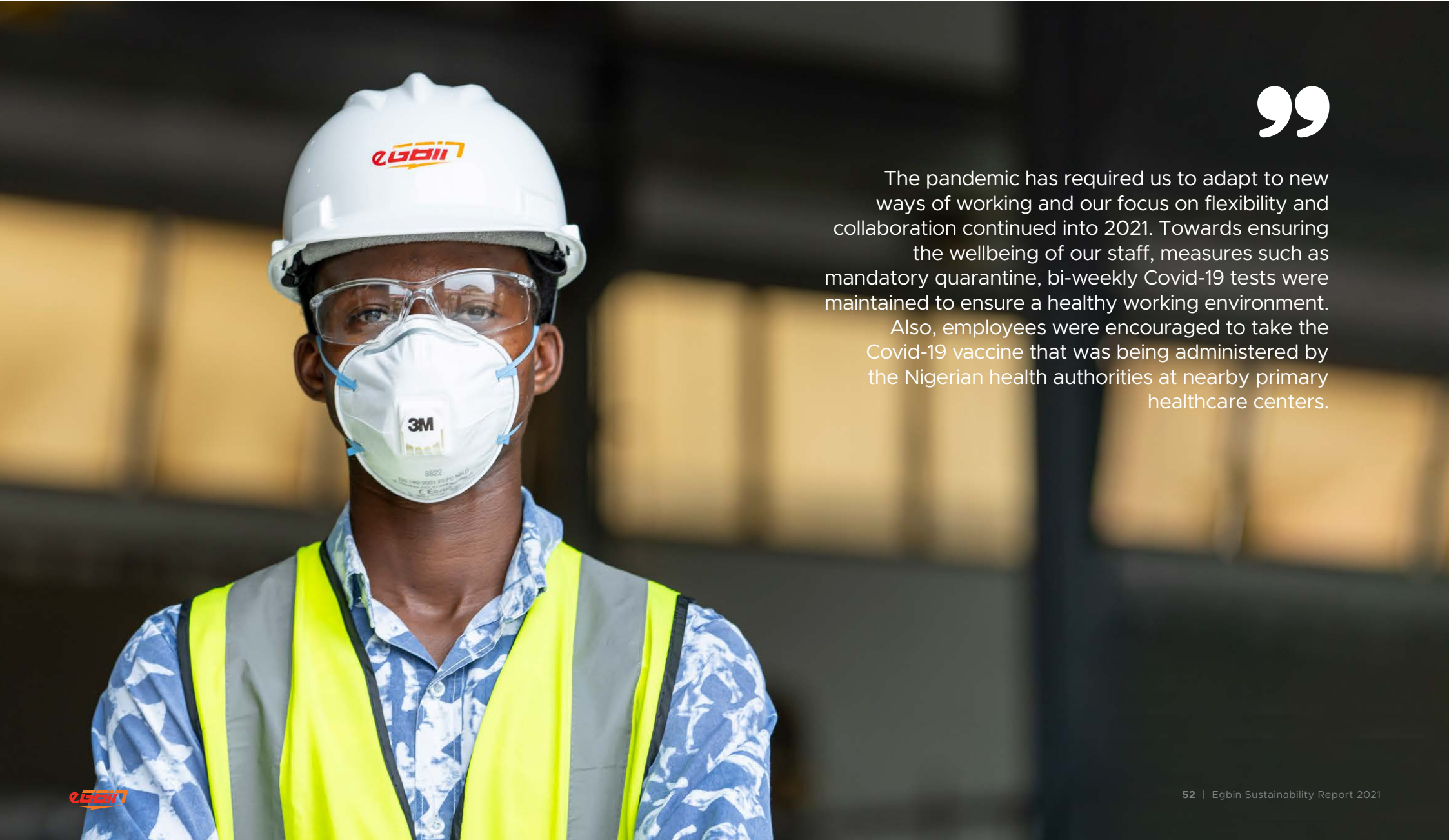
Employees entitled to parental leave

339 Male, 34 Female

LEAVE UTILIZED

31





”

The pandemic has required us to adapt to new ways of working and our focus on flexibility and collaboration continued into 2021. Towards ensuring the wellbeing of our staff, measures such as mandatory quarantine, bi-weekly Covid-19 tests were maintained to ensure a healthy working environment.

Also, employees were encouraged to take the Covid-19 vaccine that was being administered by the Nigerian health authorities at nearby primary healthcare centers.



## Diversity, fairness, and equal opportunities

We understand that diversity and inclusion are key to our long-term success as a company. We value diversity and foster fair treatment and equal opportunity in the recruitment, remuneration, development, and advancement of employees, regardless of ethnicity, religion, political opinion, gender, age, national origin, language, sexual orientation, marital status, disability, or any other factor. Discrimination and unfair treatment are not tolerated.

Remote work and parental leave arrangements support the work-life balance of employees. Parental leave is granted as prescribed by the organization's guidelines. With the pandemic, we offered remote working positions that do not require presence at the workplace, and this remained in place throughout 2021.

In 2021, females accounted for 28% of total employees. Of the total number of female employees, 30% are non-technical employees who accounted for 25% of the emoluments of that category of employees and 4%, are Technical employees who accounted for 17% of the total emoluments.



Female population of our total employees

### FEMALE POPULATION DESIGNATION



**70%**

Technical staff



**30%**

Non-technical staff



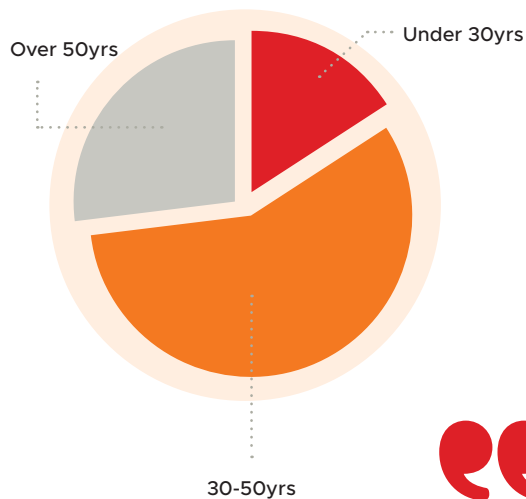
We value diversity and foster fair treatment and equal opportunity in the recruitment, remuneration, development, and advancement of employees, regardless of ethnicity, religion, political opinion, gender, age, national origin, language, sexual orientation, marital status, disability, or any other factor. Discrimination and unfair treatment are not tolerated.



Empowering People

Beyond traditional means of development, we are focused on building a more flexible workforce to execute our “Bringing Energy to Life Responsibly” mandate. A key component of our development strategy includes ensuring that we have a working environment where all staff are treated fairly and have equal opportunities to growth and development. This helps employees learn associate freely towards learning new skills and expand their knowledge through healthy working relationships. During the reporting year there were no incidence of unfair treatment and discrimination within the organization.

EMPLOYEE AGE DISTRIBUTION



# Performance Disclosure

People development is a key performance indicator for us in our sustainability journey. Therefore, as an organization that continues to develop its human resource capacity towards optimizing our service delivery, during the year under review, we implemented bespoke learning initiatives for our workforce. We integrated a formal learning process into the workday activities as well as systematic talent management in the areas of internal knowledge sharing such as Egbin exchange and Ask the Expert learning interventions which were facilitated by our in-house subject matter experts.

During the year under review, the company partnered with LinkedIn to ensure our employees are well engaged and are upgrading their skills through LinkedIn’s online learning tools. We understand that diversity and inclusion are key to our long-term success as a company. We value diversity and foster fair treatment and equal opportunity in the recruitment, remuneration, development of our human resources. As such, the average hours of training that our employees undertook during the reporting period (categorised by gender) are provided in the table below.



During the year under review, the company partnered with LinkedIn to ensure our employees are well engaged and are upgrading their skills through LinkedIn’s online learning tools.

## Average hours of training that our employees undertook during the reporting period (categorised by gender)



### FEMALE EMPLOYEES

**34**

Total participating female employees

**97.12**

Average training hours per female employee

**3,302**

Total number of training hours by female employees

### MALE EMPLOYEES

**339**

Total participating male employees

**97.12**

Average training hours per male employee

**32,922**

Total number of training hours by male employees

All employees of Egbin Power Plc receive regular performance and career development reviews irrespective of their gender, level, or cadre. The total number of employees that receive regular performance and career development reviews are as follows:

### FEMALE EMPLOYEES

**34**

Total participating female employees

**100%**

Female employees who received regular performance & career development review

### MALE EMPLOYEES

**339**

Total participating male employees

**94%**

Male employees who received regular performance & career development review



# Security, Health and Safety

In a world still fighting a pandemic, the running of safe operations and providing energy responsibly has remained Egbin's priority. As an energy generation company, we are fully dependent on strong collaboration between our employees and our business partners to safeguard people, assets, and the environment. Everyone continued to be impacted by the Covid-19 pandemic across the state, activities, and locations during 2021, making it more challenging to conduct our business considering the fact that a huge part of our activities required physical presence. Over the course of 2021, the environment has also evolved, as have the security risks.

One of our strategic pillars was keeping safe at all times; and this continued to guide our commitment to prevent harm to people's health, safety, and security, and to the environment. At Egbin, we aim to continuously develop a proactive safety culture where safe and secure operations are incorporated into everything we do. A key component to our strategy is having a long-term commitment to some key priorities which include safety visibility, leadership, and behavior, learning and follow up and safety indicators.

We consider our management framework as suitable to guide our ambition to achieve zero tolerance of harm to people and the environment, but we remain satisfied with our overall safety performance. This remains a key focus area for management, and lessons learned from the

disruption caused by the pandemic, continued to influence our approach and steps taken to manage our efforts.

During the year, we maintained our pandemic protocols regarding physical gatherings and continued to reinforce the need for a healthy workplace through constant communication and the mandatory Covid-19 protocols as provided by health authorities. We continued the regular bi-weekly random testing of our employees and where necessary ensured isolations to avoid the spread of the virus as well as needed treatment till full recovery. Also, we provided areas for personal hygiene protocols for our staff and business partners.

To ensure the safety of our people assets and business partners, we implemented new strategies to tackle new challenges relating to security. Some of the new security mitigation strategies included the following:



**Contactless Access Control Solutions** (Physical barriers and visitors self-check-in systems).



**Structural and environmental redesign to improve natural surveillance and access control.**



**Increased staff security awareness risks, thereby creating an improved security culture for the organization.**



During the year, informal specific trainings on Covid-19 Access Control protocols in line with the pandemic security policy were conducted for frontline security personnel which was about 45% of the organization's guard force. Trainings were also provided to our business partners towards availing them the knowledge of the organization's security policy. We will continue to improve on the new security protocols in subsequent years as we continue to imbibe the culture of a new normal working environment. There were no security policy breaches during the year.

Also, during the year, we maintained comprehensive training of our security personnel and

our business partners who had to be engaged physically, in line with the organization's human rights guidelines and their application to our security management protocols. There were no human rights security breaches during the year.

**During the year, we maintained our pandemic protocols regarding physical gatherings and continued to reinforce the need for a healthy workplace through constant communication and the mandatory Covid-19 protocols as provided by health authorities**



## Society – Our Stakeholders

Our stakeholders' engagement is guided by Egbin's Corporate Governance Framework. Our Code of Ethics requires that we adopt a systematic approach to identify and maintain the highest levels of integrity, honesty, and professionalism as it relates to the socio-economic benefits from our activities, starting at the phase of our service delivery and business development contributing positively to societies and communities in our environs and beyond.

Our focus is on local employment and supply chain opportunities and contributing to local social and economic development through contractual and voluntary social investments, donations, and employee volunteering. Our management system calls for social investments which focus on education, capacity building, cultural development, and positive relationships with the society. Solutions must be relevant to our business needs and local conditions, and comply with our values, policies, and local regulations.

Collaboration with local authorities and non-governmental organizations as an organization and our group partners helps us understand the needs of our host communities to ensure the long-term sustainability of our support.

## Engaging Our Stakeholders



As we strive for continuous improvement of our stakeholder management, during the year, Egbin conducted its quarterly Community liaison in the Egbin, Ijede and Ipakan communities. We also engaged regularly with community heads to ensure that they better understand our community engagement focus in working with the community to build sustainability.

In spite of the challenges posed by the pandemic, we were able to ensure that our regular update on the management of the generating plant and other facilities within the complex were provided through familiarization tours to our technical partners,

vendors, media as well as other public stakeholders, in line with the organization's health and safety well-being protocols.

Other stakeholder engagement activities during the year included the setting up of an all-inclusive committee with our business partners, the Nigeria Gas Company and Transmission Company of Nigeria, towards ensuring the sustainable generation and transmission of energy generated considering the impact of the new normal to business operations. We also provided our facility to undertake training courses and meeting facilities for industry related seminars and meetings.



We engage regularly with community heads to ensure that they better understand our community engagement focus in working with the community to build sustainability.



# Supporting the Society

We continued our pandemic support which started in 2020, during the year. Our support included continued communication on the guidelines provided by the health authorities as well as information relating to the administration and effects of the vaccine, towards managing the pandemic. In total we supported the vaccination administration process with NGN31.4 million during the year.

Also, during the year, Egbin continued its annual Community Medical outreach as well as the contribution of 305 units of oxygen filled cylinders to Government hospitals towards managing the pandemic.



## N31.4 Million

Financial support for the vaccination administration during the year



## 305

Filled Oxygen units contributed to Government hospitals towards managing the pandemic





# Partnering for societal development

Egbin works actively to support the United Nations Sustainable Development Goals (SDGs) and shares the view that business has a key role to play in implementing the goals. We contribute to social and economic development in the societies and communities we operate in, by delivering energy, creating economic value and jobs, developing people, as well as by conducting responsible business activities.

Our business activities impact the achievement of the SDGs. Egbin supports all the 17 SDGs and contributes in particular to the following eight goals: No poverty, Zero Hunger, Good Health and Well-Being, Quality education, Affordable and Clean energy, Decent Work and Economic Growth, Sustainable Cities and Communities, and Partnerships for the goals. Our specific impact on each of these goals is described in our SDG Footprints.



## OUR MAJOR CONTRIBUTIONS TO THE SDGs





# Our SDG Footprints

During the reporting year, we carried out the following activities for the benefit of our host communities:

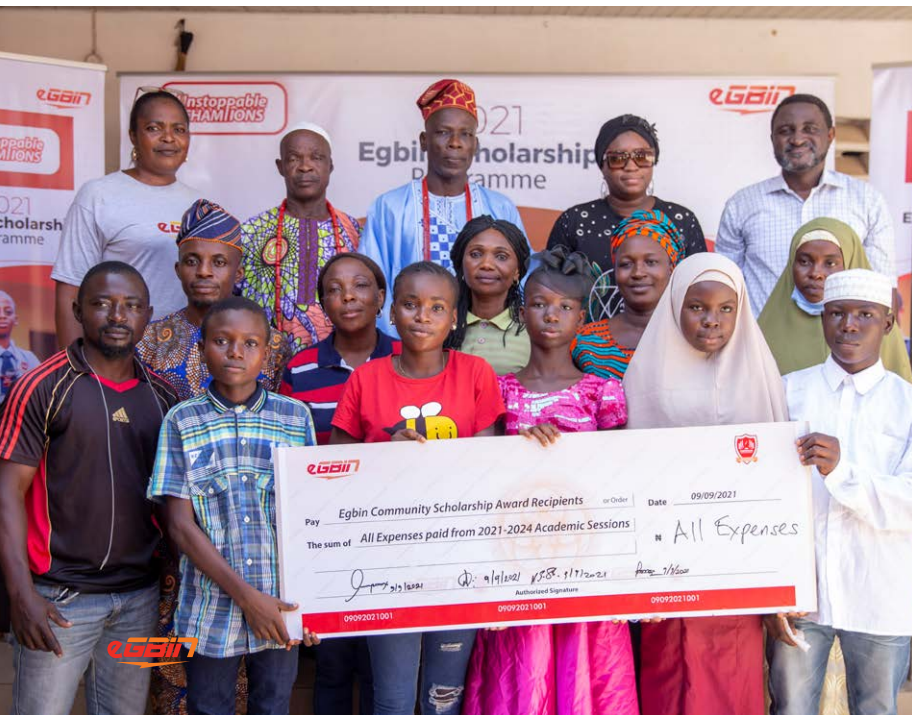
Community medical outreach focusing on Dental care, hypertension, cardio, Diabetes screening, Arthritis and Joint care, Provision of wheelchairs and crutches, general consultations to 5,209 beneficiaries from the host communities.





Empowering People

Egbin Power Annual scholarships for indigent and exceptionally brilliant students.



Empowering People

Free uninterrupted electricity supply to General Hospital Ijeda



Safety Awareness Campaign at Anglican Primary School Ijeda



Empowering People

Donation to  
**3** Orphanages



Donation of  
**305**  
Units of oxygen filled cylinders to  
Government hospitals





Empowering People

Donation of  
**60**  
 Units of tricycles to the host  
 communities for youth empowerment



Youth Entrepreneurship and Skill  
 Acquisition Program for

**60**

Beneficiaries





# SPOTLIGHT



## Funmi Adeniji

Chief Human Resources Officer

Managing talent can be a herculean task. This is because the task of identifying, guiding, and managing talent is very critical in a highly technical organization like Egbin Power Plc. Today's talent can become tomorrow's Previously Unidentified Recruitment Error (PURE).

My previous role as a talent manager where I had to develop and implement talent management strategies, put in place learning and development initiatives, and programs towards the better understanding of employee lifecycle management, was a great preparatory experience for my responsibilities as the Head of the Human Resources Department and subsequently Chief Human Resources Officer.

Today, along with the complement of our Human Capital management team, has ensured that we can manage Egbin's Human Capital efficiently, towards building and retaining highly skilled, motivated, and engaged talented workforce across all departments which has helped achieve overall organizational Strategic objectives and Key Performance Indicators.

