

Sustainability Report 2020

ACCELERATING THE TRANSITION TO RENEWABLE ENERGY



About this report:

Mainstream Renewable Power is a pure-play global renewable energy company focused on leading the global transition to sustainability. We are dedicated to making a positive contribution through the creation of long-term value for all our stakeholders on a socially and environmentally sustainable basis.

This is our third standalone Sustainability Report and covers the period from January to December 2020. The report was published on 21 July 2021. (GRI 102-50, 51, 52)

This report follows the GRI recommendations for defining the reporting boundary, taking account of the entities in which we have control, those in which we have significant influence, and those activities that are significant for the group from an economic, environmental and social perspective. It covers all global activities of Mainstream and of its direct contractors, when working on its behalf. (GRI 102-46)

The material included in this report references the GRI Standards: Disclosures 102, 201, 204, 205, 304- 306, 308, 401-405, 509, 411, 413-415.

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Sustainability at a Glance 2020



¹ Global development pipeline at 31 December 2020. ² Where we have an ownership position and operate the plant. ³ Operational plant brought to financial close-ready by Mainstream.

1

Introduction



Construction materials provided
for community centre, Chile



Welcome and Review of 2020

by Group Chief Executive Officer,
Mary Quaney

“Our operational plant offset 1,489,369 tCO₂e the equivalent of taking 325,000* cars off the road in 2020.”

In March 2020, in common with businesses across the world, we closed our offices and sent all our colleagues to work from home, as governments and public health bodies locked down society in response to the COVID-19 coronavirus pandemic.

Our priority since then has been the physical and mental health of all the Mainstream team. We have sought to balance the needs of the business across all our platforms with the welfare of our colleagues, our contractors and partners, and our communities. As the year progressed, we developed and delivered health and wellbeing programmes. We had regular communications sessions to check in with our teams across the world; including those working from their kitchen tables, on site in the Atacama desert, or working in limited numbers in one of our offices as some countries resumed business during lull periods in the pandemic.

We have been galvanized in our efforts to decarbonize the world by the post-COVID focus on Building Back Better and various Green Recovery Plans. In this critical year for climate action, we remain committed

to helping governments deliver on their Net Zero targets. Through the year we have continued to build the business, working towards our Vision of a world electrified by renewable energy. 2020 was our busiest year yet, with eleven projects in construction in Chile and South Africa. Our focus on safety during the year was clear in our safety performance results; we recorded zero fatalities for employees and contractors, a Significant Incident Potential (SIP) frequency rate of 2.11 per million hours of work for our contractors and zero SIP rate for Mainstream employees. We also recorded a Lost Time Incident frequency rate of 2.41 per million hours, well under our 6 million hours target, and one SIP LTI for a contractor in South Africa. In addition, we had zero serious environmental events during the year.

Our operational plant offset 1,489,369 tCO₂e the equivalent of taking 325,000* cars off the road in 2020. In addition, wind and solar assets developed by Mainstream around the world saved 5 million tCO₂e in 2020.

This record was delivered through close collaboration with our partners and contractors and we were delighted to be recognised by the Carbon Disclosure Project for our global Supply Chain leadership. This was in addition to our retention of leadership status in the CDP's annual climate change audit.

We don't work in isolation and are deeply proud of our engagement with communities in all our markets. In 2020 we oversaw more than one hundred and thirty community initiatives across Chile, South Africa, the Philippines and Vietnam. Later in this report you will see some case studies of the work that our colleagues have led across the year.

In addition to our work outside the company, we have continued to invest in training and development internally. This year we introduced modern slavery and human trafficking training in addition to our company-wide anti bribery and corruption coursework. We continued to develop our work with the Great Place to Work Initiative, and retained our GPTW certification in Ireland.

Earlier this year, Brendan Halligan, one of our longest-serving non-executive Directors, and the Chair of our Sustainability Committee, sadly passed away. Brendan was a friend and a mentor, and his passing was deeply felt across the company. This year's report includes a tribute to Brendan recognising his service, his legacy and his friendship.

As 2021 opened we accepted an offer by Aker Horizons of Norway to acquire 75% of Mainstream. Aker Horizons is part of Aker ASA, a very significant industrial conglomerate with a long tradition in energy and shipping. Aker Horizons has already built a “planet positive” portfolio including investments in offshore wind, green hydrogen and carbon capture and storage. We look forward to reporting on our sustainability journey with Aker, building on the solid foundations that we have developed here at Mainstream with our colleagues and our communities, across the globe.

Mary Quaney
Group Chief Executive

*Source: EPA.gov

Tribute to Brendan Halligan

Chairman of our
Sustainability Committee



Brendan Halligan was a non-executive Director of Mainstream from its creation until his death on August 9th, 2020.

More than just a board member, Brendan was a friend, mentor and counsellor to many across the company. He was passionately interested in people and in their stories. He drove the creation of the company's Sustainability Committee, not because he thought another committee was needed, but because he knew there were great stories from across our markets about our work with communities, our environmental stewardship and our social and economic impact that needed to be told.

He perfected the art of asking questions that elicited answers that others might not have found. This ability was gained over a lifetime spent looking round corners for risks and opportunities, first as an economist with Ireland's Sugar Company, then as General Secretary of the Irish Labour party, and then as an elected parliamentarian in Dublin and in Brussels. He championed causes that might at the time have seemed unfashionable or even quixotic before they became obvious and acceptable.

Brendan was an advocate for the European project and for Ireland's place within it. He was an internationalist but he was also a great patriot, writing a series of essays on early Ireland under the engaging title, "Wonder, Wisdom and War". There was something bardic, if not poetic, about his enjoyment of life and its wonders. He enjoyed visits to Mainstream's offices across the world, exploring the sounds and stories inside and outside the buildings, engaging with colleagues and with the communities in which we work.

In later life his contribution to the betterment of his home country, and to the European cause, was honoured with the award of a Doctorate in Literature from University College, Dublin, and the accolade of the Legion d'Honneur from the government of France.

Many of us will have our own deeply felt memories and well-remembered stories of this dear friend and colleague. It may be the twinkle in the eye, the slight tilt of the head, the observation almost fully formed, which when shared would enlighten, very occasionally criticise, but never wound.

Brendan is survived by his wife, three children and six grandchildren, and will be always in our hearts as a loyal and enthusiastic friend of the entire Mainstream family. He is dearly and deeply missed.

The Climate Challenge



Credit: Ashley Rodgers,
Texas Tech University

“For human civilisation to thrive, we need a stable climate. We don’t want one that’s hotter or one that’s colder: we want what we’ve had. And for that to happen, our carbon emissions have to go to net zero. There’s no other way.”

**Katharine Hayhoe, Climate Scientist
Texas Tech University and
The Nature Conservancy**



In 2020, Earth’s global average surface temperature tied with 2016 as the warmest year on record. Overall, Earth’s average temperature has risen more than 2 degrees Fahrenheit since the 1880s and causing phenomena such as loss of sea ice, sea level rise, longer and more intense heat waves and shifts in natural habitats for people, plant and animals.

The next Conference of Parties (COP), the decision-making body responsible for monitoring and reviewing the implementation of the UN Framework Convention on Climate change will take place in Glasgow in November 2021. It will seek to advance discussions and agreement for a step change in commitments to

emissions reduction, strengthening adaptation to climate change impacts, getting financing for climate change and enhancing international collaboration on energy transition, clean road transport and nature.

Mainstream made a commitment in 2020 to push the agenda for successful outcomes at COP26 and will facilitate a global conference. It played a leading role to set up an international committee of influential leaders and academics to set the conference agenda and, will draft a ‘Dublin Climate Declaration’ on climate and energy ambitions to be presented to the Irish and UK Governments..

About Mainstream

Mainstream is a renewable energy company developing, constructing and operating electric power projects globally. The company is focused on expanding its current development pipeline of ~10 GW¹ of wind and solar assets across Latin America, Africa, Asia Pacific as well as the global offshore wind sector.

Our target is to bring 5.5 GW to financial close by 2023.

In 2020, we ensured business continuity through the COVID-19 pandemic and, notwithstanding the numerous challenges that the business faced, Mainstream recorded its most successful year.



Rio Escondido solar PV park (145 MW) in construction, Chile

2020 Highlights



US\$900 million of capital raised



1.5 GW under construction management (11 wind and solar projects), Chile and South Africa



250 MW delivered into commercial operation, South Africa



500 MW offshore wind agreement signed with local partner, Vietnam



150 MW solar project in development, Colombia



1.4 GW offshore wind project development progressed, Vietnam



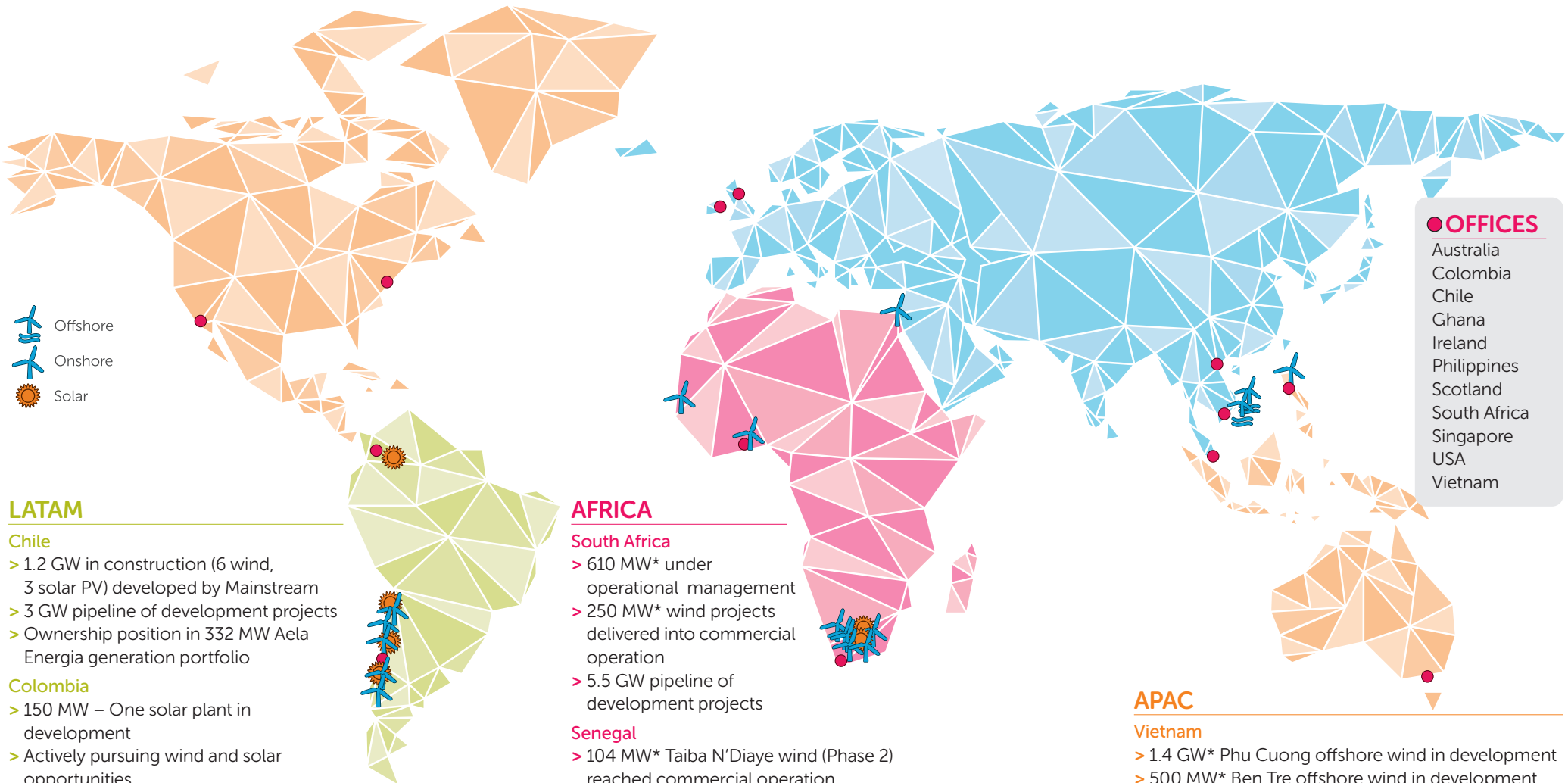
335 employees



13 offices

¹ Global development pipeline at 31 December 2020

Our Global Portfolio - 2020



LATAM

- Chile**
- > 1.2 GW in construction (6 wind, 3 solar PV) developed by Mainstream
 - > 3 GW pipeline of development projects
 - > Ownership position in 332 MW Aela Energia generation portfolio
- Colombia**
- > 150 MW – One solar plant in development
 - > Actively pursuing wind and solar opportunities

AFRICA

- South Africa**
- > 610 MW* under operational management
 - > 250 MW* wind projects delivered into commercial operation
 - > 5.5 GW pipeline of development projects
- Senegal**
- > 104 MW* Taiba N'Diaye wind (Phase 2) reached commercial operation
- Egypt**
- > 252 MW* West Bakr wind in construction
- Ghana**
- > 150 MW* Ayitepa wind in development
 - > Actively pursuing wind and solar opportunities

OFFICES

- Australia
- Colombia
- Chile
- Ghana
- Ireland
- Philippines
- Scotland
- South Africa
- Singapore
- USA
- Vietnam

APAC

- Vietnam**
- > 1.4 GW* Phu Cuong offshore wind in development
 - > 500 MW* Ben Tre offshore wind in development
 - > Actively pursuing wind and solar opportunities
- Australia**
- > Actively pursuing wind and solar opportunities
- Philippines**
- > 71 MW* Camarines Sur wind in development
 - > Actively pursuing wind and solar opportunities

* Mainstream has a stake in the project through a joint venture

Total Project Portfolio in Construction during 2020

Country	Project Name	Technology	MW Gross
Chile			
	Alena	Wind	86 MW
	Cerro Tigre	Wind	185 MW
	Tchamma	Wind	175 MW
	Ckani	Wind	109 MW
	Llanos del Viento	Wind	160 MW
	Puelche Sur	Wind	156 MW
	Rio Escondido	Solar PV	145 MW
	Pampa Tigre	Solar PV	100 MW
	Valle Escondido	Solar PV	105 MW
Egypt			
	West Bakr ¹	Wind	252 MW
Senegal			
	Taiba N'Diaye ¹	Wind:	104 MW
South Africa			
	Kangnas ²	Wind:	140 MW
	Perdekraal East ²	Wind:	110 MW

¹ Projects not constructed by Mainstream, ownership stake through its joint venture, Lekela Power.
² Projects construction managed by Mainstream, ownership stake through its joint venture, Lekela Power.

Ten wind projects: 1.5 GW



Total # turbines:
423

Three solar projects: 350 MW



Total # PV panels:
943,500



Homes powered when operational:
Around 2 million each year



TCO₂e avoided when operational:
3,210,200 each year



Selection of new joiners in 2020

Vision, Mission and Values

“The values are lived, not just “listed” as with some other organisations. We have outstanding people contributing to the same overall goal.”

Great Place to Work Survey, Employee, Dublin

Our vision, mission and values are the founding blocks of everything we do. We are a values-driven company focused on driving the once-off transition from fossil fuels to a world electrified by renewable energy. It is our total commitment and passion for that goal that drives us to build a brighter future for our planet.

Mainstream’s defined set of values guide and influence how we behave in our business activities. They apply across all our stakeholders and are fundamental to our motivations.

Our stakeholders’ views on how we live our values.

Safety

“The safety of all those involved in Mainstream’s sphere of activity continues to be our priority and indeed Safety has always been our number one value since the company was established”

Employee, Mainstream Renewable Power

Entrepreneurship

‘The ability to see opportunities where others don’t. They’re willing to take a risk, whereas other developers would be more cautious on the risk front, and this means they’re usually at the forefront in emerging markets.’

Construction contractor, UK

Respect

‘I am involved with a few organisations and Mainstream is considered to be the best developer in South Africa for the environment’

Landowner, South Africa

Innovation

‘Have a culture of being the first to do things; new markets, trialling new technology that some people might think is crazy.’

Industry member, Ireland

Integrity

‘Transparency, fairness and openness; the best thing is to work with a client that is not trying to exploit the relationship. You’re going to be more incentivised and be less proactive because you’re working together towards a win-win situation.’

Construction contractor, Chile

Sustainability

‘They’re a success story, they are exemplary on how they leverage ESG values and therefore could be a role model for others.’

Industry member, Chile

Teamwork

‘Very strong technical competence. Their wind analysis, technical development and construction management skills are excellent.’

Project investor, South Africa

COVID-19 and Our Response



As the scale of the COVID-19 pandemic unfolded in early 2020, Mainstream's response was swift and decisive. Its risk management strategies ensured the early identification of the risks presented by COVID-19 to our business activities and to the welfare of all our stakeholders were assessed and mitigated against.

In March 2020, all Mainstream offices closed for day-to-day operations as the virus began to spread rapidly around the world. From the outset of the pandemic Mainstream took a proactive approach to protect colleagues and contractors and to support the provision of sustainable workplaces. Our decisions were informed by and followed local health regulations and restrictions imposed by Government and local authorities. In addition, we consulted with colleagues, and took an informed and transparent approach to decision-making that related

to how we work.

- > Set-up regional COVID-19 standing committees;
- > Established new travel policy;
- > Implemented Group Office Reopening Standard and Best Practice Guidelines;
- > Produced weekly management COVID-19 flash reports for senior management.
- > Implementation of new procedural practices for SHEQ teams and contractors across all construction sites.

Our regional standing committees reported on case numbers for Mainstream colleagues and contractors and ensured:

- > adequate support was in place for anyone who contracted the virus,
- > lockdown and control procedures were implemented quickly and effectively and
- > that the business impact caused by any COVID-19 cases were quickly addressed.

Our community response has also been immediate and our community teams supported local initiatives for frontline health workers providing respiratory support and personal protection equipment along with funding for food and hygiene products. Mainstream also participated in a US\$2m collaborative industry response to COVID-19 in South Africa.

More on our response to COVID-19 on pages 28 and 29 and page 42.

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Our Approach to Sustainability

Turbine components transported to the Perdekraal East wind farm (110 MW), South Africa



Geotechnical investigations at Phu Cuong Soc Trang offshore wind, Vietnam

Governance

Our approach to sustainability begins with ensuring we operate our business responsibly, and prioritises the safety of our people, our contractors and our communities.

We also acknowledge that the long-term success of our business depends on our ability to create lasting value for our host countries and our local communities. We develop and build renewable energy plant globally and this in turn drives economic growth in these markets, helping to build supply chain, providing opportunities for local jobs and developing communities where we are building our projects.

Mainstream is a private limited company, headquartered in Dublin, Ireland, governed by its Board of Directors. The Board is collectively responsible for the long-term success of the Group. It is accountable to shareholders for the overall direction and control of the Group’s business and that of its subsidiaries. It provides leadership, oversight and control designed to achieve sustained business growth, enhanced shareholder value and protection of the interests of employees, joint venture partners and other stakeholders whilst promoting a culture of the highest standards of integrity, transparency and accountability.

The structure of Mainstream’s governance separates the supervision and control of the company from the day-to-day management and effective execution of the business strategy. The Board works closely with management to set corporate values, to develop strategy and to oversee risk management across the company. In all Board meetings, the Directors will review the performance of the company in meeting

its short, medium, and long-term goals, all of which have a material climate focus. The CEO and members of the Global Leadership Team (GLT) are directly responsible to the Board for the delivery of these goals.

Diversity of Board and Global Leadership Team

At 31 December, the Board of Directors is comprised of seven male and two female executives. The Global Leadership Team comprises eight executives and is led by Mary Quaney. Mainstream’s four platforms – Africa, APAC and LATAM and Offshore are represented by their respective General Managers.

Further information on our diversity and inclusion programme is included on page 33.

The Board has delegated responsibility to six sub-committees.

- Chief Executive Safety
- Risk and Investment
- Remuneration
- Audit
- Sustainability
- Nominations

Composition of the Board of Directors and Global Leadership Team

	Board 2020	Board %	Global Leadership Team 2020	Global Leadership Team %
By gender:				
Men	7	78%	6	75%
Women	2	22%	2	25%
By age				
Between 31 and 50 years old	3	33%	7	87.5%
Over 51 years old	6	67%	1	12.5%
Nationality (Irish)	7	78%	4	50%
Nationality (Other)	2	22%	4	50%



“Mainstream’s whistleblowing policy provides for a number of ways in which staff can report concerns regarding compliance breaches or conduct they have experienced or witnessed which is not in keeping with the Mainstream values and standards.”

Catherine Hawthorne,
Group Company Secretary

Global Ethics and Compliance Committee

Our Global Ethics and Compliance Committee reports to the Global Leadership Team and is tasked with promoting ethical standards and compliance awareness. The committee comprises members from each of our regions, who serve as a local point of contact for any ethical or compliance related issues. The committee also guide on aspects of local culture which can potentially conflict with Mainstream’s standards.

Code of Conduct

The Global Leadership Team has ultimate responsibility for compliance, but it’s expected everyone who works for and with Mainstream will uphold our Code of Conduct and Values. Our Code of Conduct is published on our website and sets out the behaviour we expect from employees, contractors, suppliers, business partners and all those acting on behalf of Mainstream.

The Code comprises an established set of principles, guidelines and policies that are designed to ensure responsible behaviour by all directors, colleagues, and joint venture partners. As such, it ensures that our decisions are made in a manner that observes local laws and cultures and protects our reputation. Our potential contractors are issued with the Mainstream Code of Conduct and requested to read and comply with it. In addition, establishing new partnerships in our markets includes compliance workshops to ensure they are aligned with Mainstream’s Code of Conduct.

Anti-Bribery and Corruption Policy

We have a zero tolerance approach to bribery and corruption, and our colleagues confirm their awareness and adherence to our policies annually. All our Directors and General Managers sign an annual statement confirming their compliance with the Mainstream Code of Conduct and Anti-Bribery and Corruption (ABC) Policy. We also deliver Partner Compliance Workshops for all new joint venture partnerships with Mainstream. The workshops cover a range of compliance matters including modern slavery and provide a forum for both sides to affirm their commitment to ethical and transparent business practices.

Modern Slavery and Human Trafficking Policy

Our Modern Slavery Policy forms part of our Code of Conduct reflecting our commitment to acting ethically and with integrity in all our business dealings. Our recruitment policies and processes are focused towards encouraging and supporting the fair treatment of all employees and contractors in accordance with the highest standards of labour practices.

As part of our initiatives to identify and mitigate risk of modern slavery or human trafficking we undertake thorough due diligence on our potential partners and encourage partners and suppliers to share our commitment to combatting modern slavery and human trafficking in their own supply chains.

Mainstream operates within the (UK) Modern Slavery Act 2015 and our Modern Slavery Statement is published on our website.

Whistleblowing Policy

Any matters deemed to be in breach of company policies can be reported through an internal reporting process or externally through a Safecall Whistleblowing Service. Safecall will treat all calls confidentially and anonymity is guaranteed unless the caller decides to waive this right. All issues raised through Safecall are taken seriously and investigated. In 2020, there was one call made to the ‘Speak up’ hotline.

Political Contributions Policy

Political contributions can be defined as any contribution made in cash or in kind, directly or indirectly, to support a political cause. Mainstream prohibits political contributions of any kind. Due to the varying degree and severity of punishment for violation of these rules, it is imperative that all Mainstream employees are fully aware of the potential consequences for non-compliance and lack of disclosure. Any political contributions made by employees must be made in their personal capacity and never on behalf of Mainstream.

Facilitation Payments Policy

Mainstream strictly prohibits all employees, directors, officers, advisors, agents, consultants, contractors, interns, partners, representatives and suppliers from making facilitation payments in any of its business activities globally. This prohibition specifically includes but is not limited to the direct or indirect payments to foreign public officials, government bodies and political representatives.

Any Mainstream employee or representative who has received requests or demands for facilitation payments is obliged to report the incident immediately to their local ethics and compliance committee member and their manager who is then required to report the matter to the regional General Manager. The company will ensure that no employee will suffer demotion, penalty or other adverse consequence for refusing to make facilitation payments.

Gifts and Hospitality Policy

Mainstream recognises that the giving and receiving of gifts, hospitality and expenses is a customary way to strengthen business relationships and with some restrictions are lawful business practices. We understand

also that what may be normal and permissible practice in one country may be unacceptable in another.

This policy applies to all gifts, hospitality and entertainment any employee receives in the course of their employment or engagement with Mainstream. All employees must be aware of the thresholds as determined by the company and act in an ethical manner. The Mainstream Gift Register is a mandatory requirement for all employees to register their gifts and hospitality and is reviewed by the Group Ethics and Compliance Manager to ensure compliance.

Charitable Contributions and Sponsorships Policy

Any charitable contributions or sponsorships made on behalf of the company must be associated with a legitimate Mainstream project or linked to a programme of community engagement in the regions where we conduct business. Any charitable contributions or sponsorships made on behalf of the company must be reviewed and approved in advance by the General Manager and if necessary, by the Board of Directors. Mainstream maintains a Charitable Contributions and Sponsorship Register which is accessible to all Mainstream employees and reviewed by the Group Ethics and Compliance Manager on an annual basis to ensure compliance with this policy.



Chilean Minister for Energy and Mines, Juan Carlos Jobet visiting Mainstream's Río Escondido Solar PV site, Chile



Mainstream and local partner, AIT sign joint venture to co-develop the 500 MW Ben Tre offshore wind farm, Vietnam

Stakeholder Engagement

In setting its business strategy, Mainstream considers the interests and concerns of its stakeholders, including the impact of business activities on the environment and the wider community. The identification of stakeholders is carried out by the considerations and reflections of the Global Leadership Team and senior management. Stakeholders are defined as those who have an interest in the company and who may be affected by the impacts of business activities or who may be able to affect or influence the actions of the business.

Our main stakeholders are our employees and contractors, customers, business partners, investors, suppliers, as well as governments, and representatives of wider society and the environment.

Engagement approach

Our approach to stakeholder engagement differs according to the nature and purpose of the engagement. For example, at a Group level we engage with a wide range of stakeholders when conducting our reputation audit. We are interested to understand not only the attributes and perceptions that underpin Mainstream's reputation but also to gain insights about the issues and topics of interest and concern to stakeholders in specific markets. This allows us to understand our stakeholders' expectations of Mainstream and to take this into consideration when setting strategy or in using our influence to address issues of mutual concern.



Community consultation for the Camarines Sur wind farm (71 MW), Philippines

Top descriptors of Mainstream from the 2020 reputation audit



When developing projects at a local level, our Global Development Standards sets out a specific process for stakeholder engagement that is aligned to international performance standards, such as those contained in the International Finance Corporation's Sustainability Framework and the requirements of the Equator Principles.



This table below sets out a summary of the most important stakeholder relationships, the communication channels and the main issues raised by these stakeholders.

STAKEHOLDER RELATIONSHIPS				
Stakeholder Group	Issues most important		Channels of engagement	
Employees and contractors	<ul style="list-style-type: none"> > Health & safety > Diversity & inclusion 	<ul style="list-style-type: none"> > Talent development > Transparency 	<ul style="list-style-type: none"> > Face 2 Face meetings > Opinion surveys > Reputation audit 	<ul style="list-style-type: none"> > Internal communications > Employee engagement survey
Customers/Intensive Energy Users	<ul style="list-style-type: none"> > Customer satisfaction > Energy transition 	<ul style="list-style-type: none"> > Innovative solutions > Climate change 	<ul style="list-style-type: none"> > Regular dialogue > Reputation audit 	
Business Partners and suppliers	<ul style="list-style-type: none"> > Long-term business plan > Responsible supply chain 	<ul style="list-style-type: none"> > Human rights > Collaborative approach 	<ul style="list-style-type: none"> > Ongoing dialogue > Reputation audit 	<ul style="list-style-type: none"> > Supplier evaluation Questionnaires
Investors	<ul style="list-style-type: none"> > Economic and financial performance > Business model > Corporate governance 	<ul style="list-style-type: none"> > Long-term business plan > Talent planning > Board diversity 	<ul style="list-style-type: none"> > Investor relations presentations 	<ul style="list-style-type: none"> > Reputation audit > Ongoing dialogue
Governments	<ul style="list-style-type: none"> > Energy transition > Climate change > Human rights 	<ul style="list-style-type: none"> > Corporate governance > Anti-corruption 	<ul style="list-style-type: none"> > Engagement with COP Planning team > Participation in consultations 	<ul style="list-style-type: none"> > Dialogue through direct and industry coalition engagement > Reputation audit
Communities in project areas	<ul style="list-style-type: none"> > Positive social impact > Job creation > Longer-term local environmental impacts 	<ul style="list-style-type: none"> > Longer-term community development > Longer-term operational project impacts 	<ul style="list-style-type: none"> > Community consent consultations > Regular ongoing information meetings post agreement 	<ul style="list-style-type: none"> > Community plan workshops > Community development Projects > Social media engagement
Wider Society & Environment	<ul style="list-style-type: none"> > Biodiversity > Climate change 	<ul style="list-style-type: none"> > Transparency 	<ul style="list-style-type: none"> > Engagement with COP Planning team 	<ul style="list-style-type: none"> > Media review

Materiality

The reporting team reviewed the list of issues on page 17 of most importance to our stakeholders alongside the GRI Standards disclosure topics and the economic, environmental and social performance indicators. In determining the materiality of the issue, the team considered the expectations of stakeholders, the severity of the impact and the likelihood of occurrence. We also considered the significance of the issue for the organisation and where appropriate our ability to influence the issue.

The reporting team selected the indicators that best aligned to the impacts of the activities of Mainstream on its stakeholders and the environment, as well as external impacts that affect both Mainstream and its stakeholders, such as climate change.

The topics were then aligned with our sustainability strategy and the material issues are reported within the appropriate pillar as shown in the diagram. Issues that relate to corporate governance are reported in the Governance section. The GRI content index from page 70 will direct readers to specific disclosures.

MATERIALITY MATRIX			
Marketplace	Workplace	Environment	Community
Economic performance	Health & safety	Climate change	Social impact
Energy transition	Diversity & inclusion	Carbon footprint	Longer-term community development
Risk management	Talent development	Environmental management	Longer-term operational project impacts
Working collaboratively	Procurement practices	Biodiversity	Longer-term environmental impacts
Political and economic risk			
Funding risks			
Commodity price risks			

Sustainability Strategy

Mainstream is fully committed to playing a leading role in delivering renewable energy sustainably. Our framework drives deeper sustainability engagement and outcomes across the company and ensures we are focused on the areas that matter most to our employees and stakeholders. Our goal is to continue building a culture allowing us to integrate sustainability into all aspects of our business and to deliver real value for our stakeholders.

In addition, this year, we are referencing GRI reporting standards to provide higher transparency and comparability in corporate sustainability reporting.

The four pillars, Marketplace, Workplace, Environment and Community are our sustainability framework and allow us to categorise and manage issues according to the context in which they occur. They stand on the foundation of our unique Global


Development Standard, and underpinned by our values. We recognise the importance of the United Nation's 17 Sustainable Development Goals (SDGs) and highlight some of the key SDGs most relevant to our business and report on the ways we are making positive contributions to these goals - through our community initiatives and engagement, our commitment to gender equality and our diversity and inclusion programmes.



How our sustainability strategy interacts with the United Nation's SDG's

SDGs and related targets	Mainstream initiative	Initiative in action
 <p>4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.</p> <p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.</p>	<ul style="list-style-type: none"> > Funded four-month coaching and mentoring scheme for 23 person team in South Africa enable employment on the wind farms > A bursary scheme in its fourth year in 2020 funded by the nearby Khobab and Loeriesfontein wind farms in South Africa has helped 11 students through their higher education courses 	 <p><i>"Without access to this funding I wouldn't be able to study at all or achieve my life goals. The bursary is paving the way to bigger and better things and motivates me to work even harder."</i></p> <p>Pictured: Anna Pieters is now in her third year of her B.Ed Foundation Phase studies at Cape Peninsula University of Technology</p>

SDGs and related targets	Mainstream initiative	Initiative in action
<div data-bbox="647 300 808 459" data-label="Image"> </div> <p data-bbox="647 483 952 655">5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p data-bbox="647 675 969 847">5.C. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.</p>	<ul style="list-style-type: none"> <li data-bbox="1032 300 1391 411">> Mainstream’s Diversity and Inclusion programme set targets for women in leadership positions. <li data-bbox="1032 432 1384 544">> Sponsorship of the Global Wind Energy Council Women in Leadership Programme for a second year running. <li data-bbox="1032 564 1413 703">> In Chile, signed up to the ‘Energía + Mujer’ programme established by the Ministry of Energy to promote greater participation of women in the sector. <li data-bbox="1032 724 1384 863">> Established the Mainstream Women in Renewables (MWiR) working group to promote gender equality across the company. 	<div data-bbox="1469 292 2112 619" data-label="Image"> </div> <p data-bbox="1462 647 2101 730">Fernanda Hahn, who leads the Contract Management Team in Chile is recognised for her work on advancing gender equality at the first Energía + Mujer conference in Chile.</p> <p data-bbox="1462 762 2063 815">Pictured: Mainstream’s Fernanda Hahn (left) with Marcela Zulanty, Energía + Mujer programme leader.</p>
<div data-bbox="647 927 808 1086" data-label="Image"> </div> <p data-bbox="647 1110 969 1430">8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p>	<ul style="list-style-type: none"> <li data-bbox="1032 927 1357 1034">> Local content: South African projects in construction exceeded government obligations. <ul style="list-style-type: none"> <li data-bbox="1055 1042 1402 1094">• Kangnas (140 MW): Obligation: 44% / Actual: 50% <li data-bbox="1055 1102 1402 1155">• Perdekraal East (110 MW): Obligation: 48% / Actual 56% <li data-bbox="1032 1177 1391 1316">> Local Jobs: Kangnas provided 550 local jobs on site over the project duration and Perdekraal East provided 478 local jobs on site. <li data-bbox="1032 1339 1357 1422">> 2,000 contractors employed across construction sites (average per month). 	<div data-bbox="1469 927 2112 1241" data-label="Image"> </div> <p data-bbox="1462 1278 2096 1331">90% of the site lifting crew at the Kangnas wind farm came from the Northern cape communities.</p>

SDGs and related targets	Mainstream initiative	Initiative in action
 <p>13.2 Integrate climate change measures into national policies, strategies, and planning</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<ul style="list-style-type: none"> > Work closely with Government, policy-makers and industry trade associations to help new policy formations promoting renewable energy > Engagement with government and industry bodies to plan virtual Climate Action conference in Q2, 2021 to influence positive outcomes at COP26. > Improve awareness of climate change, mitigation and beneficial effects of renewable energy by educating school-goers 	 <p>School-goers participated in a interactive programme showcasing how wind energy is harnessed and highlighting new career opportunities in South Africa.</p>
 <p>16.5 Substantially reduce corruption and bribery in all their forms.</p> <p>16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<ul style="list-style-type: none"> > In-depth review and update of the Mainstream Code of Conduct Ensure Modern Slavery Statement is reviewed and updated to our website > Promote strong stakeholder engagement processes from local communities in particular for indigenous people in line with the ILO Convention 169 and under the principle of Free Prior Informed Consent (FPIC). 	 <p>Stakeholder engagement with the Khmer people, an indigenous group living along the onshore overhead line route for the Phu Cuong Soc Trang offshore wind project, Vietnam.</p>

Our Global Development Standards (GDS):

GDS introduction

The Global Development Standards are adopted wherever Mainstream operates and are an essential part of the way we do business. They ensure all our projects are consistently developed to highest international standards. The scope extends beyond the construction of renewable energy projects to include due consideration to the needs and concerns of the local communities and the environment.

Mainstream's Project Managers are trained on the Standards with each Project Manager responsible for ensuring that requirements are met and compliance is checked by Regional Development Managers.

Managing environmental and social risk

The Global Development Standards (GDS) are central to our risk management framework. They are our proprietary development systems that have been built from the vast in-house expertise that we have of developing projects globally.

The standards incorporate the best international development practices and includes:

- > the Equator Principles as part of our due diligence
- > the IFC Sustainability Framework which forms a key part of our development principles and.
- > the World Bank's Construction and Environmental, Health and Safety Guidelines that influence how we construct and operate projects.

The Global Development Standards covers all stages of project development including:



Safety, Health, Environmental and Quality



Fatal Flaw Analysis / Project Acquisition Due Diligence



Land Control and Third Party Rights



Energy Analysis



Environmental Studies



Permits



Grid



Engineering



Communities, Stakeholder Engagement & Public Affairs

Wind GDS

The seventh review of the Wind GDS concluded in Q3, 2020 and provides the policy framework for development starting with how we assess opportunities right through to how we develop and bring projects to financial close. Development practices and markets are continually evolving and GDS updates are the way in which we identify and stay on top of these changes. The GDS is Mainstream's "go-to" document for information on our development principles and, as such, provides the framework for sustainable development.

Solar GDS

In 2020 Mainstream published its first stand-alone Solar GDS. This is the first time that we have separated the two technologies and it recognises, both the growing importance of solar to our business and the fact that solar development differs in many respects from wind. As with the Wind GDS, the Solar GDS reflects "best-in-class" development practices to ensure sustainable development.

Case Studies: Global Development Standards

Biodiversity – South Africa

This case study refers to a 140 MW late-stage development project in South Africa – the project name is not referred to for commercial reasons.

During the development process, the project underwent several challenges regarding environmental aspects and was initially approved for just 15 turbines due to its proximity to important bird areas and a game reserve. Our development teams appealed this ruling and requested authorisation for the original 68 turbines based on mitigation measures to be negotiated and agreed, and because the project is considered a strategic infrastructure project. Following detailed and lengthy negotiations with environmental stakeholders in the area, the environmental authorisation was approved.

Mainstream and the stakeholders agreed that the high bird and bat sensitive areas would be avoided and that a curtailment regime involving switching off turbines during times of high bat activity would be put in place

to mitigate fatalities during the operational period. Mainstream also reduced the project area from 18 to 8 land parcels to further minimise the impacts of the wind. This was possible due to advancement in technology allowing us to have fewer, larger turbines without reducing the MW size of the project. This has had a big positive impact on the environment by reducing the total rotor swept area and therefore will have a reduced potential impact on birds and bats in the area.

A final commitment will see Mainstream secure offset areas - these are areas of the same vegetation type to the project site which will be conserved to 'offset' the impact of the wind farm once the project successfully receives a power purchase agreement. An area of approx. 742 ha will be purchased and an area of 2,962 ha will be leased by Mainstream. The areas will be declared as protected and managed to ensure that the natural environments are maintained for the life of the project.



Kangnas wind farm developed by Mainstream in the Northern Cape entered commercial operations in 2020

Cultural Heritage – Chile

The Rio Escondido solar PV park (145 MW) is in the north of Chile in the Atacama Region. The project is Mainstream's first solar PV project in Latam and will reach commercial operation in 2021.

The project began as a greenfield site in an area that is renowned for his archaeological history. Mainstream developed the site according to all the necessary permits and regulations and received its environmental approval (RCA). With consideration to the history of the area, and before starting the construction phase of the Rio Escondido project, an archaeological micro-routing was carried out to record finds that were not identified during the initial "baseline" survey.

This new campaign yielded a total of 30 archaeological finds, which allowed for a more exhaustive rescue prior to construction. This activity was reported and approved by the National Monuments Council, which includes safeguarding the archaeological value of the project area. Likewise, the project has had Permanent Archaeological Monitoring of works and state of sites, during which no new findings have been reported. The rescued materials were moved for laboratory analysis, and delivery to the Atacama Museum is estimated at the end of 2021.



Archaeology at Rio Escondido solar PV (145 MW) site, Chile

3

Our Performance



Alena wind farm (86 MW) in construction, Chile



Soc Trang offshore wind in Vietnam continued development with geotechnical surveys on site

Marketplace

Highlights

- > 10 GW+ development pipeline
- > Project managed 11 wind and solar plants (1.5 GW), Chile and South Africa
- > 250 MW delivered into commercial operation in South Africa
- > US\$900m of capital raised
- > Board positions on Industry Trade Associations
- > Winner: Proximo Mixed Renewables Deal of the Year 2020 – Latam



Mainstream closely monitored the impact of COVID-19 and set-in place measures to deliver its key objectives. Its business systems, relationships with stakeholders and partnerships proved crucial to ensure the company stayed on track for this pivotal year in its history. By assessing, measuring, and mitigating risk, and ensuring all business is done in an ethical and sustainable manner we continued to build on Mainstream’s solid reputation and the company’s long-term success.

During 2020, Mainstream participated in initiatives around the world highlighting the role of wind and solar power in the global economic recovery following the COVID-19 crisis and reinforcing the key policy actions to realise a sustainable economic recovery. It called on governments, intergovernmental bodies and global lending institutions to put clean energy at the forefront of the economic recovery.

Managing Risk

Mainstream operates its onshore wind and solar PV plants in emerging markets and this can lead to potentially higher risks. We monitor and analyse country risks closely including political, social, exchange-rate, or economic risk. Our presence in several markets allows us to spread these risks for example it mitigates the risk of being exposed to an economic downturn in a particular market. Mainstream enters a new market after a comprehensive analysis and once all market factors are considered and approved by the local leadership teams, the Global Leadership Team and subsequently by the Risk and Investment Committee for final decision.

Reputation Risk

Our reputational risk is assessed yearly through our reputation audit and includes both quantitative and qualitative research from our key stakeholders who are identified by our Global Leadership Team, regional leadership teams and department heads. The audit measures stakeholders’ perceptions, attitudes, and behavioural intentions towards Mainstream. It also provides us with important insights about the issues and topics of interest and concern to specific stakeholder markets. For the first time, the 2020 audit report saw a change in reputation regarding our commitment to sustainability, acknowledging our excellent risk management, strong stakeholder communications and ethical business practices.

The reputation audit forms an important part of our stakeholder engagement and feedback both positive and negative is discussed at the Global Leadership Team level and Board of Directors.

Industry Leadership

Mainstream seeks to use its in-depth experience and industry knowledge to contribute to the formation of new regulatory frameworks and lobbying to advance renewable uptake in emerging markets. It is a founding member of Ocean Renewable Energy Action Coalition (OREAC) and Friends of Floating Wind.

Mainstream representatives actively participate at Board level on industry associations globally and our colleagues are members of working groups and steering committees across the industry trade associations.

Board level representations

- > RenewableUK
- > Global Wind Energy Council (GWEC)
- > ACERA
- > ACESOL
- > OREAC
- > RE100
- > ORE Catapult Floating OffshoreWind Centre of Excellence
- > Ser Colombia
- > Offshore Wind California
- > IRENA

Working Groups and Task Force representations:



Mainstream and other major industry players formed the Ocean Renewable Energy Action Coalition (OREAC) in 2020 in response to the 2019 call for ocean-based climate action by the High-Level panel for a Sustainable Ocean Economy (Ocean Panel).

Mainstream worked closely with OREAC to publish 'The Power of Our Ocean' report as a guiding document for countries to accelerate development of ocean energies like offshore wind and reap the socio-economic benefits they can offer, and addressed how offshore wind can co-exist with other marine users.



Developed by Mainstream, Hornsea offshore wind farm, UK. Photo courtesy of Ørsted

ISO Accreditation

Gaining certification under a recognised international standard provides external validation of our management practices. Rather than having a single management system which applies to Mainstream's global operations, location-specific management systems have been developed to meet local requirements. It is the responsibility of the local SHEQ Team to achieve certification of their management systems under the relevant ISO standards and to maintain compliance with the requirements of the management system.

Ireland



South Africa



Chile



Vietnam



IS Security and Environmental Initiative

Mainstream concluded its five-year cloud journey in 2019 of all enterprise systems and officially moved to the Microsoft 'Azure' Cloud in 2020.

By moving to the Microsoft 'Azure' Cloud, benefits to the business include;

- > **Enhanced Security:** Removed "technical debt" and an area prone to failure and cyberattacks to make Mainstream a secure, pure-cloud enterprise.

- > **Lowering our power consumption:** Data centres require enormous power consumption for legacy hardware. Mainstream was using 74.268kW of power for our data centre which equates to 0.08 tonnes of CO₂ each year.
- > **Cost Savings:** The 'Azure' cloud based system removes the cost of hosting, connectivity, management and extended warranty – and saves Mainstream a yearly saving in excess

of €150,000. It also avoids the need to refresh the data centre to replace the out- of-warranty servers – avoiding a further spend of €212,000

- > **Workforce efficiency:** By removing on-site technology, it removes any work by Mainstream IS to troubleshoot/ replace faulty infrastructure estimated at 2 hours per week, 100 hours in year 1.



Members of the Mainstream IS team

Alana wind (86 MW),
still in construction



Perdekraal East wind farm (110 MW), celebrating 1 million hours worked without incident

Workplace

Highlights

- > Zero Fatalities - employees and contractors
- > SIP Frequency Rate achieved:
Employees: Zero
Contractors: 2.11 per million hours
- > LTI Frequency Rate achieved:
Employees: Zero
Contractors: 2.41 per million hours
- > ISO 45001 certifications in Chile, Ireland, South Africa and Vietnam
- > Diversity and Inclusion targets in place for 2022 and 2025
- > Established Mainstream Women in Renewables (MWiR) Working Group
- > Great Place to Work certification retained

At Mainstream our purpose-led strategy is brought to life through our people. We leverage our diverse, innovative and empowered colleagues to deliver clean, affordable energy to our markets. We are proud of our people, in 2020 they have demonstrated extraordinary levels of agility, resilience, and determination to deliver in challenging circumstances.



ISO 45001 attained in Vietnam in 2020

Workforce Health and Safety (SHEQ)

Safety is our number one value and our number one priority – a priority further heightened with eleven projects in construction under project management by Mainstream concurrently in 2020. Our safety key performance indicators reported zero fatalities for employees and contractors, and targets for SIP and LTIs frequency rates across all project sites achieved where we recorded contractor workhours of around 3.5 million hours. In 2020, we averaged 2,000 contractors on our construction sites each month. Mainstream holds accreditation under Safety ISO 45001/ISO 18001 in Ireland, Chile, South Africa, and achieved accreditation for Vietnam in 2020.



SHEQ is the ultimate responsibility of the Chief Executive Safety Committee and managed closely by our Group Chief Operations Officer. We continuously drive safety performance and improvements across the company, and these are monitored and underpinned by our robust internal systems. SHEQ have delivered several new initiatives including:

- > Risk Register - to record and control all identified risks,
- > Safety Statement -includes the company's processes, assessments and procedures,
- > Promoting a Monthly Safety Hero
- > SHEQ E-Learning Platform.

COVID-19 SHEQ Implications on construction sites

Our construction sites had to quickly adapt to ensure our completion timelines were managed effectively and efficiently, while at the same time safeguarding workers' health, safety and welfare.

Our first priority is the safeguarding and wellbeing of all employees and contractors on our sites and several actions were in place across our project sites:

- > Implemented COVID-19 protocols for operational sites ahead of the regulatory release of standards
- > Employee Assistance Programme in place for any counselling needs
- > Held regular COVID-19 virtual workshops ensuring compliance to changing COVID-19 legislation
- > Ensured continuous learning via virtual means from industry bodies and best practices for sustaining and improving HSE culture during the pandemic lockdowns.
- > Continuous COVID-19 communications distributed.
- > Developed auditing tool to assess contractors COVID-19 plan effectiveness.
- > Frequent site visits by Mainstream Construction and Site Managers to monitor compliance, raise awareness of best practice and detect improvement opportunities.



Interview with Claudia Yáñez, Health and Safety Project Manager, Chile

Claudia is responsible for managing the site health, safety and environment teams for all four Condor construction projects while also organising reinforcement of our site-based teams to be ready for the parallel construction of the five projects in our Huemul portfolio. Claudia quickly took control of the construction sites at the onset of COVID-19 to ensure specific measures were introduced swiftly to maintain the operability of the Chilean construction sites as the risk of COVID-19 presented itself at all of our projects.

> You joined Mainstream in April 2020. How did COVID-19 effect your first few months in Mainstream?

I started in Mainstream at the beginning of the pandemic and so I hit the ground running! The construction of the Condor portfolio (570 MW) started in 2019 and the Huemul portfolio (630 MW) was in the process of reaching financial close and gearing up on construction activities. For Condor's portfolio of projects (three wind, one solar), the focus was to work as a team, planning and organizing the work of the projects to ensure operational continuity in the construction phase and applying the lessons learned to the Huemul portfolio (four wind, one solar) on issues related to COVID and exposure to risk.

> What were the main impacts of COVID-19 on the Condor construction sites?

We faced challenges of availability of contractors in some projects and this affected the progress and continuity of some areas within the projects. The companies had to re-adjust the transport logistics for workers to and from the projects, implement temperature measurements at the entrances, modify dining rooms and the logistics associated with the food systems, reinforce with the workers the use of the mask and maintain a safe distance at all times. We learned the importance of working in a work cell modality to eliminate the potential risk in the spread of COVID-19.

> What health and safety measures/protocols did you implement on-site to allow works to continue during COVID-19?

We implemented strict safety measures across all our projects, in accordance with the recommendations provided by the national health authority and the World Health Organization (WHO), to protect project workers and local communities.

Daily temperature health checks were carried out on all project workers. Face masks were mandatory; gel alcohol was available on site and it was recommended to wash hands frequently and to keep a distance greater than 1 meter. The vans were disinfected regularly, worker logistics to/from sites were improved; and dividers were installed in the community dining rooms, along with sanitizations between each lunch shift in kitchens and dining rooms.

> How did contractors react to the measures implemented by Mainstream?

In general, our project workers have been very receptive and responsible with regards to the new sanitary measures. They understand the importance of selfcare and the responsibility that they have in ensuring they are in good health and complying with all the measures necessary.



Anna Rafferty, SHEQ Coordinator
awarded Safety Hero in September for
introducing group wellness initiatives
across the company

Occupational Wellness during COVID-19

In 2020 Mainstream increased its focus on the physical and mental wellbeing of its employees by setting aside time to deliver Occupational Wellbeing initiatives across the company.

Several initiatives were introduced at a global level and in the regions, our colleagues also implemented several innovative and engaging ways to help people adapt to working from home.

Employees were given the option to attend several talks and breakaways from their desks and opportunities to network with colleagues from their offices and further afield. Some examples included:

- > Qualified nutritional therapist on healthy lifestyle choices and the advantages of healthy eating.
- > Online yoga and gym classes
- > 'Grab a Coffee' breaks (matchmaking colleagues by HR)
- > Online quizzes.

Mainstream's Stop Work Authority (SWA)

Under the SWA each Mainstream employee and contractor is empowered to call a halt to work as soon as somebody identifies a situation which they feel is unsafe. The SWA also imposes an obligation on all Mainstream employees and contractors to stop

working as soon as they are requested to do so by somebody invoking the SWA. The SWA is essential to the prevention of incidents which could result in serious injury or fatality.

Workforce Health and Safety: Stop Work Authority at Puelche Sur wind farm (158 MW), Chile

As part of a planned met mast dismantling in December 2020, our contractors, Desamd invoked Mainstream's Stop Work Authority. The team were climbing the met mast (a steel lattice tower) to recover meteorological instruments mounted on the mast prior to carrying out a controlled collapse of the mast. While climbing at approximately 30 metres high the climbers noticed serious structural deficiencies in the mast, such as holes in the steel joints and poor weldings. These deficiencies could potentially compromise the integrity of the structure and posed a serious threat to the climbers' safety. Using their Stop Work Authority, the Desamd climbers did not climb any higher and descended the mast immediately.

After informing Mainstream that the mast was not safe to climb it was agreed that the controlled collapse of the mast should proceed

without recovering the instruments. During the collapse some sections of the mast unexpectedly folded in half, thus confirming the structural weaknesses in the mast.

Qualities of good safety management were shown by the Desamd team – showing excellent risk awareness, a resilience to a changing work environment and confidence to use their Stop Work Authority – all actions that potentially prevented an extremely dangerous accident from occurring.

For Mainstream, a full and thorough review of this event was conducted by the Energy Analysis Group in consultation with the SHEQ team and relevant contractors, and measures are being implemented to ensure any similar risks will be mitigated for other Mainstream locations and key learnings are recorded.





“The insights we gain from our employee engagement surveys are invaluable. They tell us what matters to our employees. By listening to these insights, we can take actions that positively impact our employees.”

*Elaine Quinlan
Group Head of Human Resources*

Labour Practices

The renewable energy industry is dynamic and growing, and a strong organisational culture is vital to the sustainable growth and success of our company. We continue to expand our business and do so by attracting an excellent workforce. In 2020, we welcomed 79 new employees to our global team. We work closely with our employees to encourage them to achieve great success and empower them to make sound decisions.

Regional Platform Workforce Breakdown	
Region	Employees
APAC	33
Latam	144
Africa	74
Europe	74
Offshore	10
Total	335

Recruitment Breakdown – 2020		
Region	Employees Female	Employees Male
APAC	3	4
Latam	18	32
Africa	3	3
Europe	4	6
Offshore	4	2
Total	79	

Employer of Choice

We work closely with our employees to implement sound leadership practices and provide competitive benefits that support their health, well-being, and professional development. Our goal is to attract top talent and be recognized as one of the best places to work in our industry.

In 2020, Mainstream was recognised as Great Place to Work for a second year running. This followed 99% response rate across the company to the GPTW survey.



Internal Communications

Across our thirteen global offices, internal communications played an increasingly important role during COVID-19 to keep colleagues connected.

Several initiatives included:

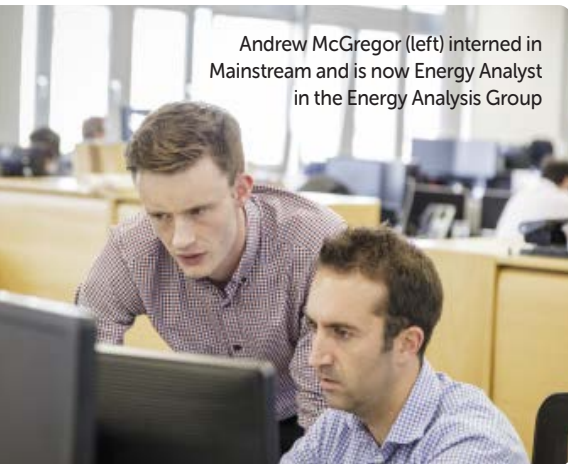
- > increased global and regional communications sessions
- > weekly ‘Watts On’ internal newsletter
- > internal news site set up to encourage colleagues to share ideas and stories from across the company.

Management Approach

The Employee Engagement survey was completed by 100% of employees around all our markets and the company achieved overall satisfaction rates of 88%. We actively recruit people with diverse backgrounds and the skills needed to innovate and improve our competitiveness in the market. Our employees attend a local induction programme and attend a corporate induction programme at a later stage.

Employee engagement is a priority and we welcome feedback from our colleagues on senior leadership and organisational strengths and weaknesses through our Employee Engagement Survey. In 2020, all employees responded to the survey. Following the survey findings, a series of meetings and communications are rolled-out to discuss the results and identify areas for increasing engagement and improvement.

In 2020, several new HR initiatives were rolled out in an effort to facilitate engagement between managers and employees including the YouFirst Platform to discuss career development, living our values and a questions session to facilitate open and honest discussions.



Andrew McGregor (left) interned in Mainstream and is now Energy Analyst in the Energy Analysis Group

Professional Development

Mainstream places a significant focus on developing its employees with a view to identifying and growing talent to fill leadership and business-critical positions in the future. In 2020, we promoted 44 of our colleagues across the company.

This is achieved through close dialogue between managers and employees closely linked to Mainstream Performance Management and CPD Processes. Individual managers are required to complete succession plans for their roles and these plans are developed jointly with the identified successor to ensure that both parties are bought into the process and that the proposal meets the career expectations and development needs of the team member.

Mainstream provided its yearly Corporate Induction, State of the Art conference and many further lunch and learn sessions and webinars during 2020 including;

- > Leadership training
- > Unconscious bias
- > Diversity and Inclusion,
- > Modern slavery and trafficking.

In addition, its Human Resources team facilitate internal mentorship programmes. The programme is open to all employees across the company and senior members of the team offer their guidance and support to employees who are looking for it. It also allows new employees to learn to navigate the organisation culture of the company and provides insights to colleagues to navigate their career path in the company.

Employee Assistance Programme

An independent Employee Assistance Programme (EAP) was established in 2020 for its employees. It is a confidential service providing personal and workplace assistance in wellbeing, mental or physical health issues. The services included are:

- > telephone & face--to-face counselling
- > manager support Helpline
- > parent and career coaching and,
- > critical incident support.



Selection of presenters from the annual State of the Art internal conference

State of the Art

Now in its fifth year, the State of the Art conference was held virtually over three days to allow maximum participation of colleagues around the globe. The 2020 theme focused on ways in which the global energy economy was evolving and how COVID-19 accelerated the transition to renewable energy and to build back better.

- > average 200 attendees each day
- > 3 hours x 3 days
- > 50 speakers
- > 11 sessions

Internal Training

Information Solutions Academy (IS Academy) and Microsoft App-Skilling

As new remote working regimes came into effect in 2020, the need for increased training in Mainstream's IS systems was highlighted. To meet these needs, our IS Team established a new e-learning platform dedicated to Microsoft Apps used across the Mainstream business.

The IS Academy is designed to fit around each employee's working and home timetable allowing employees to learn at their own pace and testing their knowledge at the end.

Corporate Induction:

Mainstream's corporate induction is typically held in Dublin allowing colleagues to learn, face to face, how the company operates and facilitating networking opportunities. The induction provides the opportunity for our Global Leadership Team to discuss our vision, mission and values and our company strategy. In 2020, induction was held online due to COVID-19 restrictions with inspirational speeches from our Global Leadership Team and department heads providing overviews from across the business.

- > 123 employees
- > 25 presenters
- > 8 countries
- > 44 sessions
- > 3-week programme

Our Diversity and Inclusion Policy is made available to all employees and to our stakeholder and the public on our website.



“The most fruitful benefit that I gained from the programme was a lot of motivation, encouragement and inspiration from my mentor and, I feel inspired to share these experiences and learnings with my colleagues here in Vietnam.”

Tu Lam, Finance Manager - APAC (pictured left) commenting as Mainstream’s Mentee Representative on the Global Wind Energy Council’s Women in Wind Leadership Programme in 2020

Diversity and Inclusion Programme

Embracing diversity helps us make better decisions, be more innovative, and operate more effectively across different cultures. Mainstream is committed to making diversity and inclusion a priority for the business and a Global D&I Council leads our strategic ambition, to be recognised as global leaders in bringing equality, diversity and inclusivity to the renewable energy industry. Our Global D&I Council’s sponsor is our CEO, Mary Quaney and comprises our Regional General Managers and HR representatives. In 2020 we launched our strategic goals and targets for 2022 and 2025.

Strategic Goals	Baseline	Targets	
	2019	2022	2025
Goal 1: Build a more gender balance workforce			
> Increase the number of females in senior management teams	30%	40%	45%
> Increase the total number of new female hires per annum	39%	45%	50%
> Increase the number of new female hires working in departments which have been previously male-dominated	18%	30%	36%
Goal 2: Build a more inclusive company culture			
> Increase and maintain our combined capacity rating on the questions relating to inclusivity in our annual employee engagement survey from 89% in 2019 to 90% or above from 2020 onwards			
Goal 3: Increase equality and inclusion in our local communities			
> Put in place a system to measure and track the contribution of our community initiatives towards increasing equality and inclusion so that we can publicly report on our impact from 2021 onwards.			



Rebecca Thomas, Chairperson - MWiR

Mainstream Women in Renewables (MWiR) Working Group

Initiated by our CEO, Mary Quaney a new working group MWiR was established in 2020. The Group with representatives across all regions aims to bring a number of initiatives to colleagues including workshops on empowerment, personal brand awareness and how to succeed in business, in a male-dominated environment. The Group is led by Rebecca Thomas, Senior Development Manager, Cape Town.

MWiR was launched at the Mainstream internal State of the Art event in October 2020 put forward a list of activities for 2021 which kicked-off with a discussion about the positive outcomes from the GWEC Women in Wind Leadership programme with Joyce Lee, Policy and Operations Director at the Global Wind Energy Council (GWEC) in December 2020.

Procurement Practices

Since 2008, we have brought 2.5 GW through the financial close process into construction in Ireland, Chile, South Africa and Canada representing a procurement spend of €2.6 billion across the supply chain through contracts with turbine suppliers, contractors, and main power transformer suppliers.

As part of the procurement process, we issue potential contractors with the Mainstream Code of Conduct and request them all to read and comply with it. Many of our contractors have their own processes and procedures with their own strict Codes of Conduct that they must adhere to. For construction companies, we include compliance with the Equator Principles and the IFC Performance Standards as

specific requirements in the engineering, procurement and construction (EPC) contracts.

In 2020, the Procurement team launched a 'Pre-Qualification Questionnaire' designed to gain further information from potential contractors on their safety and environmental policies and include:

- > annual safety KPIs for the previous two years including any incidents or accidents which were required to be notified to the relevant health and safety authority,
- > any prosecutions for breach of the relevant health and safety legislation within the past three years,
- > details of any prohibition improvement or other enforcement notice or order issued against their company.

Supply Chain Management

Mainstream's Central Engineering Team and Procurement Team, through close collaboration, produce the Employer's Requirements ('employer' refers to Mainstream). The Employer's Requirements set out in detail the criteria that construction contract project managers must follow to ensure all projects are delivered to the specifications and standards required by Mainstream. The Employer's Requirements are a mechanism to ensure that every project is built to Mainstream standards in terms of quality aspects, technology specifications, H&S aspects, environmental and community aspects. For example, part of our construction contracts requires contractors to provide Environmental Management plans, Quality plans and Waste Management plans.



Transformers in transit for the Perdekraal East wind farm (110 MW), South Africa



Blades in transit to Tchamma wind farm, (175 MW), Chile

Environment

Highlights

- > Zero Significant Environmental Events
- > ISO 14001 certifications in Chile, Ireland, South Africa and Vietnam
- > Emissions avoided*: 1,489,369 tCO₂e
- > CDP Leadership: A- status
- > CDP Supplier Engagement Leader

* where we have an ownership position and operate the plant.

As an organisation committed to sustainability, we are very aware of our impact on the environment and recognise the fundamental importance of a healthy ecosystem. We aim to minimise our footprint in accordance with our SHEQ Policy and comply with all local legislation, while implementing good environmental practice and continuously improving performance.

Mainstream holds ISO 14001 certifications in Chile, Ireland and South Africa and in 2020, received its certification for Vietnam ahead of schedule.



Mainstream ensures that an Environmental Impact Assessment (or regional equivalent) is carried out for all its projects.

- These assessments,
- > inform the layout design
 - > help to ensure a project will not generate significant impacts and
 - > that it complies with the applicable environmental regulations as well as the requirements of the Equator Principles, the IFC Performance Standards and the World Bank Group's Guidelines.

Environmental focus – Construction

Mainstream's Employer's Requirements issued to contractors include mitigation measures to protect all identified environmentally sensitive or protected flora and fauna species and habitats located on or near the buildable area and to always act in accordance with the relevant statutory requirements. It also includes mitigation risks related to installed plant (non-bio-degradable oil spillage) and others relating to the contractors' machinery and vehicles.

The contractor's role under the requirements also ensures that the protection of the environment is assured throughout the duration of the works through:

- > a commitment to a suitable Environmental Management System (EMS) in accordance with ISO 14001,
- > implementation of a site-specific Environmental Management Plan (EMP),
- > application of best available techniques to minimise environmental impact and
- > fulfilling the mitigation measures or requirements set-out in the relevant licence/permitting information and associated documentation.

Operational and Environmental Management

Where Mainstream is responsible for operations, or where Mainstream retains an ownership position of the project into the operational phase, our teams will review the first year of operational data from each operating wind farm and compare them against the site's pre-construction energy production estimate to ensure operational output is maximised. The Mainstream Plant Manager is responsible for managing the environmental aspects of an operational site and each manager is tasked to implement a suite of SHEQ documents including an Environmental Management Plan.

Biodiversity

Mainstream manages biodiversity in line with the IFC Performance Standard 6 which aims to 'promote the sustainable management of living natural resources through the adoption of practices that integrate conservation needs and development priorities'. Biodiversity is addressed through its environmental constraint mapping process as part of the iterative layout design process and through the Environmental Impact Assessment (EIA) or region-specific equivalent. Mainstream's biodiversity management includes mitigation measures committed to in the EIA (or equivalent) report and through the community and stakeholder engagement process that commences early in the development stage.

IFC Standard 6 applies to the entire project lifecycle and Mainstream seeks to avoid impacts on biodiversity and ecosystem services. Our goal is to avoid impact on biodiversity and ecosystem services and not to significantly convert or degrade natural habitats.

Environmental Footprint



Carbon Disclosure Project (CDP)

Five years ago, Mainstream reported to CDP to better identify and manage its environmental impact. In 2020 Mainstream received CDP A- Leadership status for a third year running scoring high over a range of reporting criteria, including strategy, governance, and value chain engagement. Our Scope 1 emissions – gross negative/displaced emissions from wind farms in operation amounted to -1,489,369 tCO₂e, greater than previous years, reflecting increases due to higher MWh production from three South African assets under operations and two projects reaching operations in South Africa in late 2020. Our Scope 3 emissions notes significant decreases for the year due to the COVID-19 pandemic travel restrictions.



CDP Supplier Engagement Leaders

Mainstream’s commitment to sustainable development was recognised with the award of Supplier Engagement Leadership status by the CDP, independent emissions reporting body, placing it in the top 7% of companies globally. Following a submission by Mainstream disclosing carbon emissions in the 2020 CDP climate change survey, the company was awarded Supplier Engagement Leadership status for its work to reduce CO₂ emissions across its supply chains and placed Mainstream among a leading group of fewer than 400 companies worldwide

Performance on governance, targets, Scope 3 emissions and value chain engagement was assessed in the calculation of Supplier Engagement Ratings. In September 2020, Mainstream was also named among the global standard-setters in the annual CDP audit of corporate environmental stewardship.



During the recent construction of two wind farms in South Africa – Perdekraal East and Kangnas (250 MW) – Mainstream worked with its contractor, Concor to use a low emissions concrete mix in the foundations of 109 wind turbines, **reducing the CO₂ footprint by 32.5%.**



Climate Change - Task Force on Climate Related Financial Disclosures

Mainstream supports the recommendations of the Task Force on Climate Related Financial Disclosures (TCFD) and align with the key aspects of Governance, Risk, Strategy and Metrics & Targets.

Governance of Climate related Risks and Opportunities

The Board

The Board has oversight of climate-related issues and monitors performance of its 2030 renewable energy goals. The Board’s Remuneration committee approves the remuneration of all members of the Global Leadership Team (GLT), which is directly linked to business performance, and the delivery of the company’s renewable energy and climate goals.

The CEO sets climate-related objectives for members of the GLT. The GLT have oversight over the company’s annual climate-related goals, such as bringing new renewable energy generating capacity into development, construction and operation. Additionally, the GLT assists the Board of Directors in assessing and making decisions on sustainability issues, including climate change, and interacting with all relevant stakeholders.

Risk and Investment Committee

The risk committee comprises non-executive members of the Board, along with the CEO and CFO. This committee reports to the Board regarding climate-related issues on a quarterly basis and is responsible for sanctioning investments in climate risk mitigation activities and new opportunities, including development and construction of renewable energy assets.

Sustainability Committee

The Sustainability committee reports to the Board and is chaired by a senior non-executive Director. The committee (comprised of the CEO and other members of the GLT) has been assigned climate-related responsibility including developing our annual sustainability report, which includes climate-related information, such as the quantification of the reduction in tonnes of CO₂ equivalent relevant to the MWh generated from owned and operated assets and climate-related reporting performance.

General Managers

Our four GMs report to the Board and oversee development within their respective geographic areas—Africa, Asia-Pacific, and Latin America. The GMs have management oversight over climate-related issues because they have direct profit and loss responsibility over the development of renewable energy projects, all of which are climate-related. The GMS have primary responsibility for the delivery of energy capacity targets in their respective platforms, which are agreed upon with the CEO and the rest of the GLT and approved by the Board every year.

Strategy

Mainstream was set up to develop renewable energy power plants in direct recognition of the greatest climate-related risk of excessive greenhouse gas emissions continuing on a business-as-usual trajectory. All the company’s activities are evaluated on this basis and climate-related opportunities and risks that could have a substantive business impact to Mainstream are at the core of all our business operations, plans and strategy. These inform every level of the business and inform our day-to-day at every level of the business (direct operations, upstream, and downstream value chain stages).

The company is focused on expanding its current development pipeline of ~10 GW of wind and solar assets across Latin America, Africa, Asia Pacific as well as the global offshore wind sector and its target is to bring 5.5 GW to financial close by 2023. This strategy is supportive of a 2°C or lower scenario as all our efforts as Mainstream operates exclusively in developing renewable energy assets, which are attractive to green finance and a resilient business model.

Climate-related Risk and Opportunity Management

Mainstream operates a cross-company risk management system, which is inclusive of climate-related risks. Mainstream also operates under a value-based system, which holds entrepreneurship and innovation as key values. Mainstream established an Innovation Management System to capture cross-company ideas to accelerate growth and work collaboratively with third parties towards decarbonisation. The opportunities for Mainstream during the transition from a high carbon to low carbon economy are significant for several reasons and will increase growth markets for zero carbon energy and our ability to diversify in various markets and regions.

Top Transition Risks

Mainstream has considered transition risks across our business and supply chain through the lens of policy, legal, technology, market and reputation and they can be summarized as:

Risk Type	Risk	Impact	Mitigation measures / Opportunity Identified
Policy & Legal	Political Risk causing delays to renewable energy auctions timelines and subsequently construction and operations	Short to Medium	Mainstream mitigates political risk by diversifying and investing in many jurisdictions
Market	There is a rapid increase in renewables demand globally and challenges may come to the fore in the supply chain. Some scenarios anticipate a 10 fold increase, which could result in procurement and construction delays.	Medium to Long	Mainstream works closely with our supply chain directly and is aware of volumes required to meet our business objectives. Mainstream also participates in industry forums to ensure key challenges such as this is brought to the right forum.
Policy & Legal	Pricing of carbon outside of the EU-Emissions Trading Scheme (EU ETS) would present a significant opportunity to Mainstream given the low carbon product developed by Mainstream.	Short to Medium	A realistic global, regional or national carbon price would help accelerate the shift from coal and gas generation. This would benefit Mainstream's business model by increasing demand for renewable energy power plant to replace it.
Technology	Increase in electrification for heating and transport, which in turn increases the requirement for electricity. Renewable electricity, as Mainstream's key product, can facilitate this transition.	Medium to Long	Mainstream is expanding capability to deliver on our ambitious strategy in a competitive environment for both projects and resources. Mainstream also works closely with end-users and consumers of electricity to meet their current demands and future needs.
Reputation	Changing consumer preferences towards products seen as better/ worse for the environment would be a significant opportunity for Mainstream's Business model	Ongoing	Mainstream develops projects to our Global Development Standard, which incorporates best international development practices to ensure our projects remain at a consistently high level benefiting the environment, communities and consumers.

Physical Risks			
Mainstream has considered physical risks across our business, supply chain and customer base through the lens of both acute risks and longer term and longer lasting chronic risks			
Risk Type	Risk	Impact	Mitigation measures / Opportunity Identified
Acute	<p>Increased incidence and severity of extreme weather events such as cyclones, floods, high winds, drought.</p> <p>Time delays during and construction development & construction, loss of revenue during operations as well as equipment damage within Mainstream’s control and also on the exporting grid are outcomes of these acute weather risks.</p>	Ongoing	Mainstream seeks to mitigate the impact of such a weather event through a number of mechanisms. Scenarios considered to date do not have a material financial impact on project viability.
Chronic	<p>Rising mean temperatures and changes in precipitation patterns causing water stress in certain regions and rising sea levels.</p> <p>Rising sea levels are a clear risk for Mainstream’s offshore and near shore wind farms and infrastructure.</p>	Ongoing	Mainstream seeks to mitigate the impact of such a weather event through a number of mechanisms. Scenarios considered to date do not have a material financial impact on project viability.

Metrics & Targets

Mainstream’s high-level target is to bring 5.5 GW to financial close by 2023, which are climate-related opportunities as the transition from a high carbon to low carbon economy continues. This is performance managed by the Global Leadership Team with specific targets for project MWs under development, in construction and in operation.

In addition, on an annual basis, the Sustainability committee agrees on a set of Environmental, Social, and Governance (ESG) Key Performance Indicators (KPI’s), which include the GHG Protocol for Scope 1, 2 and 3 emissions. The Committee uses the KPIs to monitor and measure company performance and reports these metrics to the Board at each Board meeting, and to the public through our annual reporting cycle.

Greenhouse Gas Emissions and Total Energy Consumption	
Scope 1:	-1,489,369 tCO ₂ e
Scope 2:	2,262.59 tCO ₂ e
Scope 3:	1,774.45 tCO ₂ e



Official opening of the community centre in southern Chile

Community

Mainstream is committed to working with communities throughout the lifetime of its projects, from greenfield right through to delivering the project into commercial operations and beyond for the operational lifetime of the project.

Community is defined as the people who live in the area impacted by a proposed project and whose livelihoods and identity are based in the area. Mainstream's aim is to develop socially responsible and sustainable projects in our communities and support them by providing local employment, investing in community initiatives and protecting indigenous peoples and cultural heritage.

In Chile, we develop and build our projects through constant engagement with the community and local authority to incorporate their opinion into the design of the projects and minimise any negative impact during the construction and operation stage. In addition, we add value through the development of social investment initiatives with high social impact for the community based on the project's capabilities and the community's local interest.

Highlights

- > 130+ community initiatives administered in 2020
- > Community initiatives administered in Chile, Phillipines, South Africa and Vietnam
- > 123 employed through community programmes
- > Initiatives positively impacted over 500,000* community members

* takes account of populion of communes which benefited from the initiatives.

Mainstream's Community Charter

Our community charter was implemented in 2013 and sets out the key principles underpinning Mainstream's approach to community engagement. It functions as the foundation to the Social Management System and forms part of the Global Development Standard.

The Community Charter sets out the guidelines in which the company works with communities around its proposed projects:

- > **Comprehensive Engagement:** Mainstream will engage with all communities that may be impacted by a Mainstream project.
- > **Open and Timely Communication:** Mainstream will be open and proactive in providing information on a proposed project.
- > **Understanding Community Context:** Mainstream will endeavour to gain an understanding of the strengths and assets of the community. Mainstream recognises the diversity of cultures that surround its projects and is committed to understanding and respecting these communities.
- > **Supporting community initiatives:** Mainstream supports policies and programmes that contributes to local development and will work constructively with the community, government and policy makers to implement practical policies, strategies and initiatives.



Early years literacy training empowers Loeriesfontein parents, South Africa



Silverware design skills course for women in the Mapuche communities, Chile

Indigenous People

Mainstream's seven values, chosen collectively by its employees are fully aligned with the community engagement principles outlined by the ILO Convention 169 (C169 – Indigenous and Tribal Peoples Convention, 1989) which Mainstream complies with. Good faith, procedures, transparency and listening carefully are at the core of Mainstream's community engagement philosophy.

Mainstream also operates within the IFC Sustainability Framework where Standard 7 recognises that indigenous peoples, as social groups with identities that are distinct from mainstream groups in national societies, are often the most marginalised and vulnerable

of the population. The implementation of the actions necessary to meet the requirements of this standard is managed by Mainstream through the community and stakeholder engagement that commences early in the development stage for each proposed project in line with any country-specific legislation for Indigenous Consultation and through Mainstream's Internal Social Management System (Chile) and through the Environmental and Social Management System (ESMS).

Community Relations Plan

A community relations plan is put in place for each project that Mainstream develops and refers to the various methods used to establish and maintain a mutually beneficial relationship with the communities in which it operates. It includes stakeholder mapping, community engagement, assessment workshops and a community investment plan. At least one community initiative is identified and implemented on each project during the development phase. Mainstream promotes initiatives related to local development of communities. In particular, it is focused on education and at a global level, Mainstream is implementing diversity and inclusivity approaches across our communities.



Capacity building to boost skills and SMME development, South Africa

South Africa

High Level Impacts

- > 95 community initiatives delivered
- > 13,000 school-goers supported through investment in school initiatives
- > 123 employed through community programmes
- > Participation in industry-wide US\$2m COVID-19 collaborative initiative

Operational Stage

Mainstream Asset Management South Africa (MAMSA) is contracted by our African joint venture company Lekela Power, to deliver economic development and social economic development for 610 MW of operational wind plant.

In 2019, the economic development and social economic development teams implemented the new asset-based community development approach (ABCD) which involves moving from a needs-based approach that can sometimes lead to dependency on the donor, to one that is more empowering and sustainable. The asset-based community development was rolled out in the Noupoot and Loeriesfontein communities in South Africa and grants were paid to community members in 2020 to support small business as well as community members supporting socio-economic development in their communities. In South Africa, all the community plans were adapted to COVID-19 restrictions and to the support the community required.

South Africa Early operational initiatives

The Mainstream Asset Management SA (MAMSA) team administer the community funds on behalf of the project company's. In recognition of the COVID-19 crisis and the effect it had on the communities around Kangnas and Perdekraal East, a decision was made to release operational revenue funds early and a number of initiatives were put into effect before year end.

Industry Collaboration – COVID-19

In an innovative approach at the outset of COVID-19 our team collaborated with renewable energy facilities to distribute a US\$2 million budget in a co-ordinated approach to support community initiatives. The purpose of a co-ordinated approach effectively avoided duplication of provisions and improved co-ordination across the communities.

This ensured a more effective and efficient distribution of community necessities where food parcels were distributed, meals were delivered to vulnerable people and children, food gardens were supported to increase fresh produce at soup kitchens; personal protective equipment and CPAP and oxygen machines were delivered to hospitals and clinics in and near our communities.

Themes	Investment
Health	\$942,000
Food Security and Wellness	\$570,000
Enterprise Development	\$36,000
Education	\$381,000
IMPACT	
Total households reached	18,003
People reached	59,957
Jobs created	222
Masks in communities	62,578
34 SMMEs – turnover	\$53,220



South Africa community initiatives delivered at operational stage*

Category	Summary	# programmes delivered	# employed	# community members impacted
Early Childhood Development	<ul style="list-style-type: none"> > Raising pre-school learning standards, provide workshops, mentoring and support to early learning centres. > Year End party packs for ECD Centres > Donated Material Masks to ECD Practitioners. > In collaboration with Breadline for Africa Vrolike Vinkies Educare’s classroom for autism kids was built. > Provision of equipment, seed and seedlings for a Food Garden 	6	26	458
School - Primary and Secondary	<ul style="list-style-type: none"> > STEM support, Literacy programme, afterschool care. > STEM support, Donation of three photostat machines. > Dignity packs, material masks, dual memory sticks, 6 whiteboards to High Schools. > 19 new doors installed at lingcinga Zethu High School > Websites and SMS system > Stationery and cleaning equipment. > Read ready Literacy programme. 	24	24	13,328
Tertiary Bursury	<ul style="list-style-type: none"> > Full bursary covering tuition, transport, accommodation, and meals. > Provision of funding to Witzenberg Matric Fund to fund students from the local community who are registered for tertiary studies. 	3	0	48



Local wind farms fund back to school uniforms for 80 pupils, South Africa



Bursary funding allowed Veronice Cloete to return to qualify as a ECD practitioner, South Africa

Continued – South Africa community initiatives delivered at operational stage*

Category	Summary	# programmes delivered	# employed	# community members impacted
Community Support	<ul style="list-style-type: none"> > Substance abuse support, counselling service, motivational speaker, Mandela day initiatives including development of facilities at school and youth day. > SCovid-19 Support to the community which includes food security (food hampers, Soup Kitchens and Food Gardens), health and safety projects. 	30	1	30,081
Health	<ul style="list-style-type: none"> > Health clinic for women; visual, dental & hearing assessments. > Medical Equipment for COVID-19 (eg. High Flow Oxygen Machine) > Personal Protective Equipment (PPE) including Hand Sanitizer > COVID testing container. 	15	0	26,636
Sport	<ul style="list-style-type: none"> > Support school sporting activities > Sport Gear and equipment 	8	3	1,801
Enterprise Development	<ul style="list-style-type: none"> > Supported funding for community-based SMME's. > SMME Support / Enterprise Development leveraging off Socio-Economic Development > Wood Recycling Project > Mask Manufacturing 	9	69	103
TOTAL		95	123	72,455

* Includes: Loeriesfontein and Khobab, Perdekraal East, Kangnas, Noupoort, Perdekraal East and Loeriesfontein wind projects owned by Lekela Power, where Mainstream has a % ownership. Mainstream provides O&M including administering ED/SED initiatives.



Community Programme Northern Chile

Chile

High Level Impacts

- > 36 community initiatives delivered
- > 429,000 community members impacted
- > Communities initiatives delivered in the development and construction stages

During 2020, the relationship with our communities and local authorities, as well as the execution of social investment initiatives in the territories were affected by the restrictions of COVID-19 and the socio-political scenario of the country. Therefore, our relationship approach was adapted to maintain constant dialogue with local authorities and key social actors of the community through one-to-one relationship, by telephone, WhatsApp and videoconferences to ensure the socio-political empowerment of our projects of renewable energies in the territories where we develop, build and operate. Additionally, Mainstream responded immediately to the needs of the communities, contributing with the delivery of essential food and sanitary supplies.

Construction stage

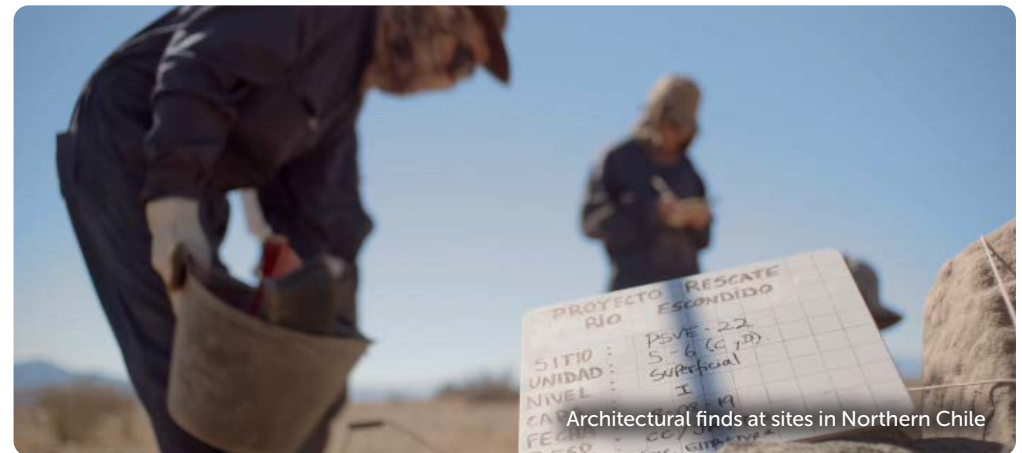
Condor's portfolio (591 MW) is under construction since 2019 and includes four projects; Tchamma, Alena, Cerro Tigre and Rio Escondido. Both Tchamma and Alena have communities neighbouring the project sites and the focus of work with the community and local authorities is on 3 areas: fulfilment of commitments, constant engagement about milestones of construction stage of each projects, and social investment.

The Huemul portfolio (630 MW) is under construction since 2020 and includes five projects; Ckani, Puelche Sur, Llanos del Viento, Pampa Tigre and Valle Escondido. Both Ckani and Puelche Sur have communities neighbouring and the community work is focused on participatory environmental monitoring, launch of Funds of Investment Community (FIC), and continuous communications on the milestones of each project during the construction stages.

Development stage

The final portfolio under the Andes Renovables platform, Copihue consists of just one project, Caman (150 MW). The project obtained its environmental permits in quarter 4 and managed to close commitment agreements with the neighbouring communities that will be implemented in the construction and operational stage of project.

The Entre Ríos project of Mainstream's next portfolio, Humboldt is undergoing environmental evaluation, and during the year indigenous consultation processes were carried out to obtain the environmental permit to build and operate the project. The environmental permit is expected to be obtained in quarter 3, 2021.



Architectural finds at sites in Northern Chile

Cultural Heritage, Tchamma wind plan (175 MW)

In 2020, in support of its projects in the north of Chile, Mainstream formed a partnership with the Calama Culture and Tourism Corporation Alliance. The objective of the alliance is to promote and disseminate information on the cultural and ancestral heritage of the region.

Publications: Mainstream sponsored a study 'Variability of Iconography in the Topater Cemetery', by local archaeologist Valentina Guevara and this has become the first publication to be 'housed' in a new

virtual library run by the Calama Culture and Tourism corporation alliance. The study will be used in developing of research to generate publications that allows academic contributions to teachers and students.

The study focused on decorated grave findings excavated in Calama dating from 800 BC, during what is known as the pre-Hispanic Early Formative Period. In addition, woven baskets and fine ceramics, shell bracelets and loincloths, musical instruments and even hallucinogen smoking pipes were also found indicating a meeting point of caravan routes.

Bilingual Website: Mainstream also supported the construction of a website and digital marketing for the Museum of Natural and Cultural History of the Atacama Desert to publicize activities and material of historical and heritage significance and generated a space for the dissemination of publications and research with the whole community. The website is live at www.muhncl.cl.



Chile community initiatives delivered at development and construction stages



Category	Summary	# programmes delivered	# community members impacted
Environmental Education	<ul style="list-style-type: none"> > Recycling project for the communities > Community investment fund to support education of child of indigenous communities > Support equipment for rural schools 	3	90
Cultural and Heritage	<ul style="list-style-type: none"> > Support to elaboration of tourism development plan for the commune > Website for museum of natural and cultural history www.muhnca.cl/en/ 	2	115,100
Local Development & Community Infrastructure	<ul style="list-style-type: none"> > Project to improve internet connectivity > Project to improve public lighting > Project to improve access to drinking water > Support productive activities of indigenous communities > Community investment fund to support the productive development of indigenous communities > Social investment fund to support the local development of the community 	17	223,030
Community Strengthening	<ul style="list-style-type: none"> > Community investment fund to support social development of indigenous communities (training courses, consultancies) > Support for legal advice and cultural heritage of indigenous community 	14	1,225
Totals		36	429,355

* population of communes which benefited from the initiatives

Vietnam

The Mainstream development team and its environmental consultants worked closely with the communities where we are developing our projects.

In 2020, several stakeholder and community engagement initiatives were held and significant progress was made.

Engagement with the Fishing Community in Soc Trang

In 2020 a survey was underway to assess the type of fishing ongoing at our project site, and the livelihood of the families that use the site area.



School Support for Mid-Autumn Festival

Mainstream Phu Cuong in partnership with Vinh Chau Union and the Lai Hoa authority organised an event for children in the Lin Hoa and Vinh Chau district to celebrate the mid-Autumn festival on 01 October. The wind farm supported the distribution of renewable energy packs to around 400 children and scholarships to the best 10 students in the area.



Indigenous population study in Soc Trang

The Khmer people are an indigenous group living along our onshore overhead line route for Soc Trang project, and most fishermen are of the Khmer group who farm shrimp and rice.

IFC Standards PS7 requires agreement to be reached with the Khmer people under Development of Free Prior Informed Consent (FPIC) process and during the year, workshops took place under this process.





Typhoon relief provided to local communities

Philippines

Mainstream continued its development activities in 2020 with a focus on the Camarines Sur wind project. Mainstream received the initial report on Social Impact and Stakeholder Engagement to incorporate into the development plans and will finalise the Community Development Plan according to the consultant’s recommendations. During the year, Mainstream employed a Community Liaison Officer (CLO) responsible for the project to work closely with the community.

The CLO implemented several initiatives in quarter 4 including the donation of its damaged met mast to the local community to assist with the procurement of equipment for the communities use.

In addition, during the typhoon season food relief packages benefiting 125 families were provided to the local communities near where the project is located.

	Municipality of Libmanan	Brgy. Pag-Oring Nuevo	Province of Camarines Sur
Rice (Sacks)	6	6	5
Water (Container)	60	35	30
Meat (Canned)	300	175	150
Sardines	300	200	300
Noodles	576	516	446

110 local jobs created in district supporting Camarines Sur wind farm (71 MW)

During 2020, the Camarines Sur project location was visited several times by Mainstream colleagues, our partners and contractors.

The purpose of these visits included various technical, geotechnical and scientific studies including the decommissioning of a fallen met mast and the installation of a new met mast in October. These visits required approximately 50 locals from the host community of Barangay Pag-Oring Nuevo to do construction work including welders who dismantled the fallen met mast and a further 60 unskilled locals from the community to act as haulers for materials and supplies to the site and also acted as trail guides.

Locals employed during the site visits signed employment contracts containing all work details (nature or activity of the project they are hired for, the period of employment, working hours, payment, place of work), Occupational Health and Safety responsibilities, Insurance and Medial Benefits, Validity of the contract and termination of the contract. It also ensures workers are of appropriate age to engage on this type of work.



Local worker dismantling old met mast on site



Erecting new met mast on site

A wide-angle photograph of a vast solar farm. The rows of blue solar panels stretch far into the distance, creating a strong sense of perspective. The sky is a vibrant blue, filled with scattered, fluffy white clouds. The overall scene is bright and clear, suggesting a sunny day.

4

*Our 2020
Sustainability KPIs*



Rio Escondido solar PV (145 MW),
in construction, Chile

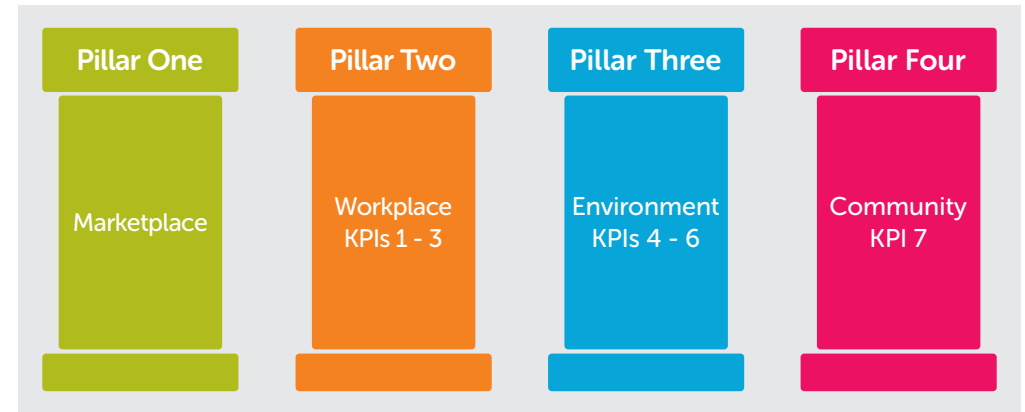
Our Sustainability Performance 2020

We are committed to electrifying the world with renewable energy and in doing so will build a better and more sustainable world.

By concentrating our efforts on the four key pillars of our sustainability approach, Marketplace, Workplace, Environment and Community, we are able to measure our global performance.

2020 marks the end of the first three-year reporting cycle in Mainstream's sustainability journey. We report on the KPIs in the third year and include new KPIs for 2020 as recommended and agreed by the Sustainability committee.

In this section we include if we met (achieving above 90% of the KPI), partially met (achieving more than 80% of the KPI) or did not meet the KPI (under 80% of the KPI).



WORKPLACE: KPI 1 – GOVERNANCE AND ETHICAL BUSINESS PRACTICES

Our commitment to sustainability starts at the top and is actively supported by our CEO and Board of Directors. Mainstream's is dedicated to conducting our business consistent with the highest standards of business ethics. We have an obligation to our employees, investors, and other stakeholders to be honest, fair, and forthright in all of our business activities.

KPI Indicators	Description	2018	2019	2020	Comment
GE 1 Governance Bodies	GE 1.1 Annual Compliance Statement Each director of Mainstream Group Companies signed a Compliance Statement confirming their compliance with the Mainstream Code of Conduct and Anti-Bribery and Corruption Policy.	Met	Partially Met	Met	All Mainstream Directors and General Managers are required to sign an annual compliance statement which addresses statutory and fiduciary duties, political donations, conflicts of interest and training.
	GE 1.2 Annual Review of Board Compositions & Structures	Met	Met	Met	In 2020, quarterly compliance review meetings took place to monitor and review financial, tax and governance compliance across all group companies. These reviews included the composition and structure of our subsidiary boards to ensure we have the right people appointed in the right jurisdiction to direct the management of our subsidiaries.
	GE 1.3 Annual Board report on tax strategy	N/A	Met	Met	The 2020 Tax Strategy Report of the Mainstream Group was completed in 2020 to ensure we are compliant from a tax perspective in all the jurisdictions where we operate. The report was provided to the directors for the first board meeting in 2021.
	GE 1.4 Corporate Governance Standards Manual	N/A	N/A	Met	This KPI was introduced in 2020 to provide a guide to Mainstream's corporate governance policies and procedures. A Corporate Governance Standards Manual was issued in September 2020 to provide a guide to corporate governance operations at Mainstream. The manual provides guidance on areas including board meetings and corporate approvals, operations of board sub-committees and reporting requirements.

KPI Indicators	Description	2018	2019	2020	Comment
GE 2 Anti-Bribery & Corruption	GE 2.1 Annual ABC Training employees All Mainstream employees and directors are required to complete mandatory Anti-Bribery and Corruption training each year.	Met	Met	Met	Anti-Bribery and Corruption online training took place in Q4, 2020. This is mandatory training which was completed by all employees. The training content was compiled based on the most up-to-date anti-bribery and corruption legislation and was provided in English, Spanish and Vietnamese. Mainstream's ABC training was also made available to partners including joint venture partners, Cornerstone, AIT and the Phu Cuong Group.
	GE 2.2 Annual Training on Anti-Money Laundering	N/A	N/A	Met	This KPI was introduced in 2020 to provide training to staff on the area of anti-money laundering. Anti-money laundering training was provided to Group Finance employees at Group level to highlight the importance of this area and create awareness of the increasing risks associated with money laundering and terrorist financing.
	GE 2.3 Ethics and Compliance Committee Training	N/A	N/A	Met	This KPI was introduced in 2020 to provide additional training to the members of the Ethics and Compliance Committee. At year end, the Ethics and Compliance Committee members had completed all necessary training; ABC, Whistleblowing, and Modern Slavery and Human Trafficking.
	GE 2.4 Annual Review of Code of Conduct	N/A	Met	Met	The Mainstream Code of Conduct was reviewed, and updates were made to all versions (English, Spanish and Vietnamese) to ensure its content is relevant and fit for purpose across all markets. It was also reviewed in light of any legislative changes in the regions where we operate.
	GE 2.5 Partner Compliance Workshops for all new joint venture partnerships with Mainstream	N/A	N/A	Met	This KPI was introduced in 2020 to make compliance workshops a mandatory element of partner due diligence at Mainstream to ensure both parties are aligned on compliance at the outset of the partnership. Compliance workshops with all potential new partners were held throughout 2020. These online workshops provided a forum through which Mainstream and the potential partner can discuss and communicate their respective compliance programmes. These workshops addressed how both parties approach key compliance areas within their business such as Anti-Bribery and Corruption, Code of Conduct, Whistleblowing, Modern Slavery, Gifts and Entertainment and Political and Charitable donations.

KPI Indicators	Description	2018	2019	2020	Comment
GE 3 Human Rights	GE 3.1 Modern Slavery Statement Published	Met	Met	Met	Mainstream's Modern Slavery Statement was approved by the Board of Directors for the 2019 financial year and published on the company's website in line with the statutory deadline of 30 June 2020, formalising our agreement to operate within the (UK) Modern Slavery Act 2015.
	GE 3.2 Modern Slavery & Human Trafficking Training	N/A	N/A	Met	This KPI was introduced in 2020 with the aim of providing training to employees on the area of modern slavery and human trafficking. Employee training on modern slavery and human trafficking was held in November through a Lunch and Learn webinar – hosted by law company, Pinsent Mason. The webinar informed colleagues about the nature and risks of modern slavery as well as Mainstream's zero tolerance approach to all forms of modern slavery.
	GE 3.3 Modern Slavery & Human Trafficking Questionnaires for new partners and key suppliers.	N/A	Met	Met	The Modern Slavery and Human Trafficking Due Diligence Questionnaires are issued to new partners and essential to assist Mainstream with assessing the risk of slavery and human trafficking. In 2020, we continued to require potential new partners and key suppliers to complete these questionnaires. The Modern Slavery and Human Trafficking Questionnaires also include questions around bribery and corruption risk. Depending on the results of the questionnaires, we may insist that Mainstream's anti-bribery training is undertaken, which is especially relevant for prospective partnerships.

WORKPLACE: KPI 2 – LABOUR PRACTICES

At Mainstream, our values create the common language that binds us, and our vision creates a single purpose that attracts like-minded people. Mainstream engages with employees regularly and aims to create a positive culture where people work well together and enjoy what they do. Mainstream is an employer of choice and we provide competitive benefits for health, wellbeing and professional development in addition to competitive baseline salary. We give employees generous boundaries so they are empowered to do great things.

KPI Indicators	Description	2018	2019	2020	Comment
LP 1 Annual Performance And Succession Planning	LP 1.1 Performance Management Managers to set annual performance management objectives with employees.	Met	Met	Met	Managers set objectives with their teams during the month of January 2020. These objectives were reviewed mid-year, amended and updated.
	LP 1.2 Key Roles with Succession Planning Senior managers to identify key roles in the business that require a successor to ensure business continuity.	Met	Met	Met	In 2020, we targeted to have succession plans in place for $\geq 90\%$ of key roles identified. By year end, 91% of the key roles had an identified successor with a development plan in place. In total, during 2020, we promoted 44 employees, compared against 38 in 2019.
	LP 1.3 Performance Management Reviews All performance management reviews to take place before 31 December 2020.	N/A	Met	Met	All end of year performance reviews took place before 31 December 2020.
LP 2 Employee Engagement	LP 2.1 Annual Employee Engagement Survey Annual employee engagement survey to be completed by October.	Met	Met	Met	The 2020 Employee Engagement survey was launched in September with the results presented to the Mainstream Global Leadership Team on 31 October.
	LP 2.2 >95% Employee Participation in Employee Engagement Survey Achieve greater than 95% participation in the employee engagement survey.	Met	Met	Met	Mainstream continued to receive the highest levels of participation in the annual survey. In 2020, 100% of employees participated in the survey, compared against 99% in 2019.

KPI Indicators	Description	2018	2019	2020	Comment
LP 2 Employee Engagement	LP 2.3 >80% Group Employee Satisfaction Level Achieve overall satisfaction rating greater than 80% in the 2020 employee engagement survey	Met	Met	Met	In 2020, Mainstream maintained an overall satisfaction rating of 88.4%, compared with 84% received in 2019.
	LP 2.4 Individual Platform Satisfaction Level Achieve overall satisfaction rating greater than 80% in the 2020 employee engagement survey	Chile: 84% N America: 79.5% UK: N/A Ireland: 87.4% SA: 81.7% APAC: 77.9%	Africa: 85.6% LATAM: 83.2% ROI/UK: 83% Phil: 86.4% Vietnam: 87.3%	Met	The individual platform satisfaction level reported in the employee engagement survey averaged greater than 88% across all our platforms. Latam: 85.3% Africa: 90.7% APAC: 83.7% Europe: 93% Reflecting these positive scores, Mainstream retained certification as a 'Great Place to Work by the Great Place to Work Institute Ireland.
L 3 Employee Demographics	LP 3.1 Employee retention Turnover rates <10%.	Met	Met	Met	In 2020, the company's ability to retain staff throughout the year was met with 4.39% employee turnover during the year. This compared well against employee turnover in 2019 of 8%.
	LP 3.2 Employee retention (post probation period) Minimise turnover to less than or equal to 5%.	Met	Met	Met	During 2020, 79 new employees joined the company. Retention of new hires post probation was at 97.4%, again a greater number of retained employees post probation compared against 2019 of 95.5%.
LP 4 Training	LP 4.1 Employee training Each employee with plus 12 months service to receive a minimum of 24 hours (three days) training each year.	Met	Met	Met	Achieved an average 54 hours (6.7 days) per person for 2020, this includes Corporate Induction, Diversity and Inclusion programme, Modern Slavery and Unconscious Bias training and the State of the Art programme.

WORKPLACE: KPI 3 – WORKFORCE HEALTH AND SAFETY

Mainstream is committed to the safety of our employees and contractors in our offices, working from home or at our construction and operational locations. Safety is our number 1 value and it is the first agenda item reported on at our Board and Global Leadership Team meetings.

KPI Indicators	Description	2018	2019	2020	Comment
WH 1 Health and Safety Management	<p>WH 1.1 ISO-45001/18001 Certification (Offices)</p> <p>Achieve certification in occupational health and safety management systems OHSAS 18001/ISO 45001 for offices in Chile, South Africa, Ireland and Vietnam.</p>	<p>Met: Ireland</p> <p>Met: Chile</p> <p>Partially Met: SA</p>	<p>Met: Ireland</p> <p>Met: Chile</p> <p>Met: SA</p>	Met	<p>Ireland: ISO auditors completed a surveillance audit of the integrated management system (IMS) (ISO45001, 14001 and 9001) with zero non-conformities reported. This was facilitated remotely in 2020 due to COVID-19 and a physical site audit is rescheduled for 2021.</p> <p>South Africa: ISO auditors completed a surveillance audit of the IMS (ISO45001 and 14001) with zero non-conformities reported. This was facilitated remotely in 2020 due to COVID-19 and a physical site audit is rescheduled for 2021.</p> <p>Chile: ISO auditors completed a surveillance audit of the IMS (ISO45001 and 14001) with zero non-conformities reported. This was facilitated remotely early in 2020 due to COVID-19 and followed up with a physical site audit in Q4, 2020.</p> <p>Vietnam: received its certification audit in November for ISO45001 and passed ahead of schedule. The accreditation certificate will be received in January 2021.</p>
	<p>WH 1.2 ISO-45001 Certification (Projects/Operational Sites)</p> <p>Achieve accreditation ISO 45001 in locations where we have operational sites.</p>	<p>Met: Chile</p> <p>Not Met: SA</p>	<p>Met: Chile</p> <p>Not Met: SA</p>	Not applicable	<p>South Africa: Mainstream followed instruction from the Board of Directors of Lekela Power* not to pursue ISO 45001 certification in 2020. This will be reviewed again in 2021.</p> <p>* Lekela Power is Mainstream's joint venture company in South Africa. Mainstream is contracted by Lekela Power – to provide O&M services to its projects in South Africa.</p> <p>Chile: Mainstream does not operate any project sites in Chile. However, projects in Mainstream's Andes Renovables, Condor portfolio (three wind, one solar representing 574 MW) started preparatory work during 2020 to achieve ISO45001 certification in Q1 and Q2, 2021.</p>

KPI Indicators	Description	2018	2019	2020	Comment
WH 2 Total Recordable Injury Rate	<p>WH.2.1 SIP* Frequency Rate per Million Hours (Target ≤ 6 per million hours)</p>	Updated KPI and target in 2019.	Met 3.59 SIPs per million hours worked by employees and contractors	Met	<p>Mainstream met this KPI for both employees (zero) and contractors (2.11) to keep the frequency rate under 6 per million hours in 2020.</p> <p>This was a significant improvement from 2019, when it was 3.59 SIPs per million hours for both employees and contractors.</p> <p>In total contractor workhours reached 3.5 million hours in 2020 compared with 2.5 million hours worked in 2019.</p>
	<p>WH 2.2 LTI* Lost Time Incident Rate per Million Hours (PMH) (Target ≤ 6 per million hours)</p> <p>This new KPI introduced in 2020 sets a target LTI rate for both employees and contractors of less than 6 per million hours.</p>	N/A	N/A	Met	<p>Mainstream met this KPI for both employees (zero) and contractors (2.41) to keep the frequency rate under 6 per million hours in 2020.</p> <p>This was an improvement from 2019 when we recorded an LTI rate for our contractors of 3.19 per million hours.</p>
	<p>WHS 2.3 Number of SIP LTIs</p> <p>Zero SIP LTI for contractors and employees. This KPI was introduced in 2020</p>	Met	Met	Met - Employees Not met - Contractors	<p>Mainstream had zero SIP LTIs for employees in 2020.</p> <p>It recorded one SIP LTI for a contractor in South Africa at the Kangnas construction site in South Africa. An investigation concluded the root cause was reckless driving with contributing causes being a lack of employee control and poor vehicle management.</p> <p>This KPI replaces the original WH2.2 'Lost Day Rate per Million Hours – No LTIs for Lost Day Employee/Contractor' because a target of 0.00 is impractical and because of country-by-country differences in SHEQ regulations. It was agreed to implement a target of zero SIP LTIs.</p> <p>This particular type of event is one based on the severity or potential severity of an event that causes a worker to take days off work due to the nature of the injuries. A lost Time Incident that is classified as a SIP is because the incident either caused severe harm (including a disability) or had the potential to being a harmful or event fatal.</p>

KPI Indicators	Description	2018	2019	2020	Comment
WH 2 Total Recordable Injury Rate	WHS 2.4 Number of Fatalities	Met	Met	Met	Mainstream reported zero fatal events in 2020.
	Zero at any project stage during 2019	Met	Met		
	WHS 2.5 Employee SHEQ Training Hours (each employee to receive a minimum of two hours SHEQ training each year)	Met	Met	Not Met	<p>SHEQ training hours accounted for 1.4 hours for each employee against the target of 2 hours. This KPI was affected due to the COVID-19 pandemic where social distancing was observed in physical environments. The SHEQ team rolled out several distance/online and in person training courses including organising 4X4 safe driving techniques in Chile, safety training for 4 individuals with the Global Wind Organisation (GWO) in South Africa, but this did not compensate sufficient hours to fully meet the KPI.</p> <p>The SHEQ team are looking at how to improve the training hours based on the learnings in 2020 to ensure more distance learning is implemented.</p>
	WHS 2.6 Health and Safety Induction – New Hires	Partially Met	Partially Met	Partially Met	<p>80% of new hires received a fully comprehensive online SHEQ induction as part of the global induction programme held in March and November 2020.</p> <p>The 20% who did not participate in the SHEQ induction was due to COVID-19 restrictions during the year, connectivity issues and late-stage recruitment of employees (post induction sessions). A new session is planned in Q1 2021 that will cover both new colleagues and remaining colleagues awaiting SHEQ induction.</p>

ENVIRONMENT: KPI 4 – ENERGY USE AND EMISSIONS

We aim to minimise our energy consumption in our operations and to offset these through the operation of renewable energy projects in which we have a share of ownership. We participate in the Carbon Disclosure Project to help us enhance our measurement and management of our environmental impact.

KPI Indicators	Description	2018	2019	2020	Comment
EU 1 Greenhouse Gas Emissions GHG in CO ₂ e	EU 1.1 Scope 1 emissions (tCO₂e) Gross negative/displaced emissions from wind farms and solar in operation.	-1,000,040 tCO ₂ e	-1,390,506 tCO ₂ e	-1,489,369 tCO ₂ e	Increased due to higher MWh production from three South African wind plant compared to 2019, and two new wind projects in South Africa (250 MW) reaching operations in Q4, 2020.
	EU 1.2 Avoided Tonnes of CO₂	New KPI in 2019	-1,386,032 tCO ₂ e	-1,489,369	Net tCO ₂ avoided.
EU 2 Total Energy Consumption	EU 2.1 Total Energy Consumption Scope 2 tCO ₂ e – purchased or acquired electricity consumption.	Scope 2: 1,700 tCO ₂ e	Scope 2: 1990.78 tCO ₂ e	2,262.59 tCO ₂ e	Scope 2 emissions increased in 2020 due to lower wind speeds at the Perdekraal East and Kangnas wind plant in South Africa that came onstream in Q4. It was necessary to import small amounts of electricity from the grid to keep the turbines powered.
	Scope 3 tCO ₂ e - overall business travel.	Scope 3: 1,893 tCO ₂ e	Scope 3: 2483.16 tCO ₂ e	Scope 3: 1,774.45 tCO ₂ e	The decrease in Scope 3 is due to decreased business travel during the year in light of COVID-19 restrictions. This is based both on international travel and on travel to/from project sites.
	EU 2.2 Energy Intensity in weight of CO₂/MWh Our emissions per unit of energy generated tCO ₂ e / MWh for reporting year 2020.	-0.86 tCO ₂ e/MWh	-1.03511 tCO ₂ e/MWh	- 1.0372 tCO ₂ e/MWh	As we increase our generating capacity in South Africa, we are helping to lower that country's grid intensity (tCO ₂ e / MWh) as part of South Africa's transition from fossil fuels to renewable energy.

ENVIRONMENT: KPI 5 - WASTE AND HAZARDOUS MATERIALS

Mainstream has region-specific environmental policies reinforcing our commitment to taking a sustainable approach to everything we do. Mainstream ensures its environment impact assessments (EIAs) are carried out for all projects so potential impacts are identified and appropriate mitigation strategies are in place. We are continually improving on our management of environmental events and aim to ensure the bio-diversity of the area is maintained during, and reinstated to its natural state once projects are complete.

KPI Indicators	Description	2018	2019	2020	Comment
WH 1 Reportable Environmental events	WH 1.1 Projects Zero Significant Environmental Events (SEE) across our projects in construction.	Updated KPI and target in 2019.	Met	Met	During 2020, Mainstream did not have any Significant Environmental Events (SEE). A Mainstream SEE, within the project boundaries, is where the environmental event triggers a formal notification to local, regional, or national regulatory environmental authorities. Mainstream was managing the construction of eleven projects simultaneously during 2020 and recorded twenty environmental events. By comparison, in 2019, Mainstream had thirty-eight environmental events across five sites in construction.
	WH 1.2 Operations Zero Significant Environmental Events (SEE) across our operational projects.	Updated KPI and target in 2019.	Met	Met	Mainstream had no Significant Environmental Events at any of our operational sites during the year. Operational projects are in South Africa and include three operational wind plants for the full year 2020, and two further operational sites that came onstream in Q4, Perdekraal East and Kangnas.
WH 2 Total Waste by Type	WH.2.1 Non-Hazardous Waste (KG) Offices Target to be determined in 2021.	New KPI for 2019	8,106 Kg	Not tracked in 2020	Mainstream's offices were closed for much of 2020 due to the COVID-19 pandemic. This meant waste amounts in the year 2020 could not be meaningfully used as a reference to benchmark against any goals from 2019 or as a benchmark into 2022. Documentation from external audits indicate, when offices were opened, all waste was managed and disposed of accordingly.

KPI Indicators	Description	2018	2019	2020	Comment
WH 2 Total Waste by Type	WH.2.2 Non-Hazardous Waste (KG) Projects Target to be determined in 2021.	New KPI for 2019	109,898 Kg	Not tracked in 2020	In 2020, non-hazardous waste in the individual project operational offices were not monitored due to the ongoing lockdowns and strict regulatory controls in place to avoid the spread of the virus during the year. Therefore, waste amounts in the year 2020 could not be meaningfully used as a reference to benchmark against any goals from 2019 or as a benchmark into 2022. Documentation from external audits indicate, when sites were open, all waste was managed and disposed according to the project environmental plans.
	WH3.1 Hazardous Waste (KG) Offices Target to be determined in 2021.	New KPI for 2019	720.3 Kg	Not tracked in 2020	In 2020, hazardous waste in the offices were not monitored due to the various lockdowns and strict regulatory controls in place to avoid the spread of the virus during the year. Therefore, hazardous waste amounts in the year 2020 could not be meaningfully used as a reference to benchmark against any goals from 2019 or as a benchmark into 2022. Documentation from external audits indicate, when offices were open, all waste was managed and disposed accordingly.
	WH3.2 Hazardous Waste (KG) Projects Target to be determined in 2021.	New KPI for 2019	44,197 Kg	Not tracked in 2020	In 2020, hazardous waste in the individual project operational offices were not monitored due to the various lockdowns and strict regulatory controls in place to avoid the spread of the virus during the year. Therefore, hazardous waste amounts in the year 2020 could not be meaningfully used as a reference to benchmark against any goals from 2019 or as a benchmark into 2022. Documentation from external audits indicate, when sites were open, all waste was managed and disposed according to the project environmental plans.

ENVIRONMENT: KPI 6 – PROJECT LIFECYCLE AND RELATED ECOLOGICAL IMPACTS

We manage closely the environmental impact of our offices and operational sites, minimising any adverse impact on the environment and ensuring our projects meet the highest environmental standards. By developing renewable energy projects that avoid CO₂ emissions, we contribute to sustainable emissions pathways.

KPI Indicators	Description	2018	2019	2020	Comment
PL 1 Environmental Management System	PL1.1 ISO 14001 accreditation (offices) Receive accreditation for our environmental management systems (ISO 14001) across our offices.	Met: Chile Met: Ireland Partially Met: SA	Met: Chile Met: Ireland Met: SA	Met	<p>Ireland: ISO auditors completed a surveillance audit of the integrated management system (IMS) (ISO45001, 14001 and 9001) with zero non-conformities reported. This was facilitated remotely in 2020 due to COVID-19 and a physical site audit rescheduled for 2021.</p> <p>South Africa: ISO auditors completed a surveillance audit of the IMS (ISO45001 and 14001) in June with zero non-conformities reported. This was facilitated remotely in 2020 due to COVID-19 and a physical site audit is rescheduled for 2021.</p> <p>Chile: ISO auditors completed a surveillance audit of IMS (ISO45001 and 14001) with zero non-conformities reported. This was facilitated remotely early in 2020 due to COVID-19 and followed-up and a physical site audit in Q4, 2021.</p> <p>Vietnam: received its certification audit in November for ISO14001 and passed ahead of the schedule. Accreditation certification expected in January 2021.</p>
	PL 1.2 ISO-14001 Certification (Projects/ Operational Sites) Receive accreditation for our environmental management systems (ISO 14001) across our projects/operational sites.	Met: Chile Not Met: SA	Met: Chile Not Met: SA	Not applicable	<p>South Africa: The Board of Directors of Lekela Power* took a decision not to pursue ISO14001 certification in 2020. This will be reviewed again in 2021.</p> <p>*Lekela Power is Mainstream's joint venture company in Africa. Mainstream is contracted by Lekela to provide O&M services to all its projects in South Africa.</p> <p>Chile: O&M - Mainstream does not have any projects under operational management.</p> <p>Chile: Construction - projects in the Andes Renovables platform - Condor portfolio started preparations to achieve ISO14001 certification in Q1 and Q2, 2021.</p>

KPI Indicators	Description	2018	2019	2020	Comment
PL 2 Product and Services Lifecycle	PL 2.1 MWh Production vs Planned Meet and/or outperform MWh production for 2020 in line with expected P50 value (load factor).	Not Met: Chile Not Met: SA	Met: Chile Partially Met: SA	Met	<p>The total production for operational wind plant totalled 1,432,085 MWh against planned P50 MWh of 1,489,605 in 2020. This was 96.1 % of target. Mainstream currently only operates wind plant in South Africa. Breakdown of % per project as below.</p> <p>South Africa: Noupoort (79 MW) – met 100.9% of its expected P50 value. Loeriesfontein (138 MW) – met 96.4% of its expected P50 value. Khubab (137 MW) – met 94.7% of its expected P50 value. Perdekraal (110 MW) – met 96.3% of its expected P50 value. Kangnas (137 MW) – met 85.7% of its expected P50 value</p> <p>The Kangnas wind farm figure represents a 6-week recording period to year end with commercial operations date reached on 18 November. The actual P50 figure is down due to lower wind speeds resulting in a higher percentage because of the short reporting timeframe. Perdekraal East reached commercial operations date on 08 October but recorded higher wind speeds for the 10-week period to year end.</p>
	PL 2.2 CO₂ Emissions Avoided Recorded amount of tCO ₂ e emissions (tonnes) offset by wind farms in which we have an ownership position and provide O&M services for the year ended 31 December 2020.	1,386,805 tCO ₂ e	1,390,506 tCO ₂ e	-1,489,369 tCO ₂ e	<p>These figures represent projects under operation in South Africa. We do not include projects where we have an ownership position but do not operate them. We also do not pro-rata the tCO₂e numbers based on Mainstream's ownership position – these figures represent full project capacity – this is in line with the CDP process.</p> <p>The tCO₂e numbers are the gross avoidance from electricity export to the grid. Fuel usage on site and electricity imports are not netted off this number. Electricity imports occur occasionally on very calm days when the wind turbines are not generating sufficient energy to power for example the sub-station.</p> <p>Breakdown of figures per project as follows:</p> <p>South Africa: Noupoort (79 MW) – 310,121 tCO₂e Loeriesfontein (138 MW) – 497,237 tCO₂e Khubab (137 MW) – 523,437 tCO₂e Perdekraal (110 MW) – 65,856 tCO₂e Kangnas (137 MW) – 92,715 tCO₂e</p>

KPI Indicators	Description	2018	2019	2020	Comment
PL 2 Product and Services Lifecycle	PL 2.3 MW in Development Number of MWs in development vs business plan targets.	Chile: 3,143 MW SA: 4,123 MW	Chile: 2,643 MW SA: 5,520 MW Ghana: 150 MW Vietnam: 800 MW Philippines: 70 MW	Met	Mainstream met its development megawatt KPIs in 2020 with 92% of its KPI met and megawatts totalling 11,237MW (gross). This figure represents MWs in Africa, Latam and APAC. The APAC region was slightly behind based on projects not meeting Mainstream's Global Development standard thresholds for moving forward and COVID-19 development restrictions.
	PL 2.4 MW in Construction Number MW's in construction vs business plan targets.	Chile: 299 MW SA: 250 MW	Chile: 574 MW SA: 250 MW	Met	Mainstream met the MW in construction vs business plan targets in 2020 with the following summary: Latam/Chile: Business plan target for 2020 to have 1,204 MW in construction. The Andes Renovables platform (Condor and Huemul portfolios) continued their construction programme with nine projects under construction (total: 1,223 MW) in 2020 adhering to strict policies in place from National Government, Regional Government and SHEQ recommendations due to COVID-19. Africa; Business plan target for 2020 to have 660 MW in construction. Four projects in which Mainstream has an ownership position were under construction in Egypt, South Africa and Senegal (660 MW). In Q4, all projects were in Commercial Operation with exception of West Bakr wind, Egypt (252 MW).

KPI Indicators	Description	2018	2019	2020	Comment
PL 3 Environmental Lifecycle	<p>PL 3.1 Projects in Development with Environmental Consent</p> <p>Total number of projects in development with environmental consents at end 2019.</p>	40	39	Met	<p>The target for projects in development with consent at the start of 2020 was 46 – at year end projects in development with environmental consent totalled 44.</p> <p>South Africa – 32 of its 32 target reached.</p> <p>Latam – 11 of its 12 project target was reached (Andes Renovables - 9 projects) plus one in development. A second project in development was unable to secure environmental consent because environmental agencies and indigenous consultations were not available due to COVID-19 restrictions.</p> <p>APAC – 1 of its 2 target reached. Cam Sur in Philippines received its environmental consent however, Phu Cuong Soc Trang Offshore wind did not in 2020.</p>

COMMUNITY: KPI 7 – COMMUNITY IMPACTS AND LOCAL BENEFITS

We recognise that working closely with our communities is a fundamental part of any project development. We engage early and often to get local insights and consider all views to help shape our projects and to get acceptance within communities. Our community relations teams work closely with local community representatives to better understand their needs and put plans in place to help support initiatives that are important to them.

KPI Indicators	Description	2018	2019	2020	Comment
CL1 Impact of projects on local communities	CL 1.1 All active projects have community plans in place.	Met – Chile Partially Met – SA	Met – Chile Met – SA	Met	<p>SA: Development - all projects or project clusters have community plans in place.</p> <p>SA: Construction - all active projects have plans in place before 31 March 2020 for Perdekraal East and Kangnas wind (both plants reached commercial operations in Q4, 2020)</p> <p>SA: Operations - all active projects have plans in place for operational plant; Noupoort, Khobab and Loeriesfontein 2.</p> <p>Chile: During 2020, community plans were put in place with neighbouring and indigenous communities for all active projects (4 in construction and 2 in development).</p>

KPI Indicators	Description	2018	2019	2020	Comment
CL1 Impact of projects on local communities	<p>CL 1.2 Implementation of project milestones.</p> <p>Achieve greater than 90% implementation of our 2020 project milestones in each project community plan.</p>	<p>Met – Chile</p> <p>Partially Met – SA</p>	<p>Partially Met – Chile</p> <p>Partially Met – SA</p>	<p>Not Met: South Africa (Dev)</p> <p>Met: South Africa (Const)</p> <p>Partially Met: South Africa (Ops)</p> <p>Met: Chile</p>	<p>SA: Development - Due to lockdown ABCD workshops were not conducted. Activity at Prieska Cluster continued with COVID-19 support for the hospital and clinics in December.</p> <p>SA: Construction - two wind projects (Perdekraal East and Kangnas) each with a budget of 1.6 million rand were distributed in the communities through various initiatives. These monies were released early for to fund community initiatives in construction and are part of the Q1 operational obligations under the Government procurement renewable energy process. Operational obligations for community initiatives for both projects was only mandatory from (December 2020/January2021)</p> <p>SA: Operations - Due to COVID-19 planned activities took longer as stakeholders were unable to collaborate during the enforced lock-down. The construction of a business centre and bridge were impacted by the lockdown restrictions in 2020 and these projects will be implemented in 2021.</p> <p>Chile: All community plans were adapted according to the COVID-19 restrictions, and contact was maintained with the community and local authority through online and telephone communication mechanisms. This allowed that 100% of the actions planned for the year could be fulfilled in 4 projects under construction and 2 under development.</p>

KPI Indicators	Description	2018	2019	2020	Comment
CL1 Impact of projects on local communities	CL1.3 Diversity and Inclusivity Reporting To have full reporting statistics in place for all community projects implemented in construction and operations			Met: South Africa Not Met: Chile	In 2020, an additional KPI was added to report on the roll-out of community initiatives in respect of diversity and inclusivity in the communities. SA: Construction & Operations - all initiatives were reported against diversity and inclusivity statistics for 2020. Chile: There are no statistics and reports of diversity and inclusion in the community projects implemented in 2020.
	CL1.4 Positive community project articles published in printed and/or shared through social media per annum Minimum of 10 stories in the media per community			Met: South Africa	This KPI originates from the Boards of the individual project companies in Lekela Power (Noupoort, Khobab and Loeriesfontein 2) South Africa as a requirement. South Africa – Twenty-six stories were circulated for construction (Perdekraal East and Kangnas) and twenty-three for operations (Loeriesfontein and Khobab represent one community and Noupoort a separate community). This KPI from the project company boards in South Africa as a requirement. Chile: There is no requirement for Chile to report under this KPI in 2020.

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