

ESG Framework TransnovaGroup

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SECTION 1: BACKGROUND & OVERVIEW

1. BACKGROUND & OVERVIEW

1.1 About Transnova

Transnova is a purpose-driven, values-led enterprise that operates across the intersection of business and community development in Canada and the African continent. The organization was founded on a singular conviction: that responsible business operations can be both commercially successful and profoundly transformative for the communities they touch. From its dual operational base, serving the growing multicultural landscape of Canada while investing in Africa's vibrant but often underserved communities; Transnova occupies a unique position as a bridge between two of the world's most dynamic and diverse regions.

Transnova's work spans sectors that are integral to human dignity and sustainable development, including economic empowerment, social inclusion, community health, youth and gender equality, environmental stewardship, and governance reform. The company works hand in hand with governments, community-based organizations, non-governmental organizations (NGOs), religious institutions, private sector partners, and international development bodies to catalyze meaningful and lasting impact.

As a corporation deeply committed to the global agenda of sustainable development, Transnova recognizes that operating in diverse geographies comes with both a privilege and a profound responsibility to serve each and every community. Whether a new family landing in Canada for the first time, a youth group in Africa, a women-led cooperative in West Africa, a rural school in East Africa, or a faith-based health initiative in Central Africa, they all deserve the full weight of Transnova's commitment to doing business with conscience.

1.2 Purpose of this Framework

This Environmental, Social and Governance (ESG) Policy Framework is the foundational governance document that defines how Transnova integrates sustainability, social responsibility, ethical business conduct, and stakeholder accountability into every dimension of its operations, investments, partnerships, and community engagements. This document serves simultaneously as:

- A policy standard: Setting binding expectations and minimum requirements for Transnova operations globally;

- A strategic framework: Articulating the long-term vision for Transnova's ESG journey and the pathways to achieve it;
- An operational guideline: Providing practical direction for staff, partners, and subsidiaries on how to implement ESG principles in day-to-day work;
- A transparency instrument: Forming the basis for public ESG reporting and stakeholder accountability;
- A living document: Designed to evolve with best practices, stakeholder feedback, regulatory developments, and emerging evidence.

This framework does not merely comply with ESG expectations but rather aspires to lead. Transnova envisions a world in which business is an unambiguous force for good, and this document is a declaration of that commitment.

1.3 Scope and Applicability

This ESG Policy Framework applies to all of Transnova's entities, subsidiaries, affiliated operations, and project-level activities globally. It is binding on:

- All Transnova employees, management, and the Board of Directors;
- All Transnova contractors, consultants, and service providers operating under Transnova's banner;
- All implementing partners, joint venture partners, and grant recipients who receive Transnova support;
- All community programmes, investment vehicles, and public engagement activities carried out by or on behalf of Transnova.

The framework covers Transnova's full geographic footprint operations in Canada (with a specific focus on marginalized community empowerment, multicultural and new-to-Canada integration, and environmental stewardship) and in Africa (with detailed regional frameworks for West Africa, East Africa, Southern Africa, and Central Africa).

Guiding Principle

Transnova adopts an integrated approach to ESG - one in which environmental sustainability, social equity, and strong governance are not treated as separate compliance boxes but as mutually reinforcing pillars of a single, coherent organizational identity. Our ESG commitments are embedded in strategy, culture, operations, and relationships.

1.4 ESG Vision, Mission & Core Values

Vision

A world where every community regardless of geography, gender, age, or circumstance thrives within a sustainable, equitable, and well-governed environment shaped by responsible enterprise.

Mission

Transnova exists to build bridges of opportunity between communities and futures: delivering ESG-aligned programmes, investments, and partnerships that empower the marginalized, protect the environment, uphold ethical governance, and generate shared prosperity across Canada, and Africa.

Core Values

Value	Definition & Commitment
Ubuntu / Community First	We believe in the African philosophy of Ubuntu - "I am because we are." Every decision Transnova makes considers its impact on the collective.
Integrity & Transparency	We operate with honesty, disclose our actions and impacts openly, and hold ourselves accountable to the highest ethical standards.
Inclusive Excellence	We pursue excellence in everything we do, ensuring that inclusion of women, youth, new-to-Canada, and marginalized groups is non-negotiable.
Ecological Stewardship	We recognize that the Earth's resources are finite and that our generation is a steward, not an owner, of the natural world.
Collaborative Impact	We believe no organization can achieve systemic change alone. Partnerships across sectors, borders, and faiths are our greatest strength.
Empowerment Over Dependency	Our programmes are designed to build capacity, agency, and self-determination - not create dependency on external support.
Cultural Respect	We honour the dignity and diversity of all cultures, languages, traditions, and value systems in every community we serve.

1.5 ESG Framework Architecture

The Transnova ESG Framework is structured around three primary pillars; Environmental (E), Social (S), and Governance (G). Each of which contains thematic sub-pillars, measurable targets, operational policies, and engagement protocols. These pillars are contextualized for each operating geography, ensuring that global standards are met while local realities, needs, and priorities are deeply respected.

ESG Pillar	Key Themes	Primary SDGs
Environmental (E)	Climate action, energy efficiency, biodiversity, water, waste, carbon footprint	SDG 6, 7, 12, 13, 14, 15
Social (S)	Newcomer empowerment, women & girl child, youth, health, education, livelihoods, faith communities	SDG 1, 2, 3, 4, 5, 8, 10, 11, 16
Governance (G)	Board diversity, anti-corruption, transparency, risk, stakeholder engagement, policy advocacy	SDG 16, 17

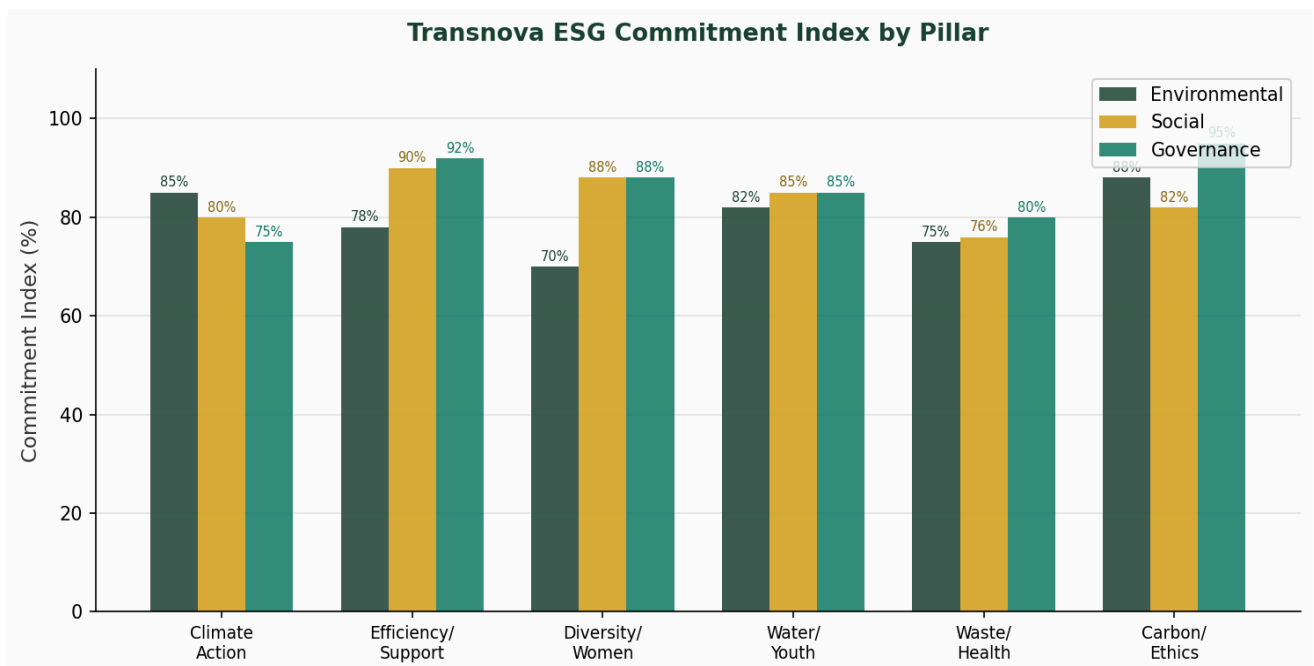


Figure 1.1: Transnova ESG Commitment Index by Pillar - illustrating the organization's current and target commitment levels across all three ESG pillars and their sub-components.

1.6 Policy Governance Structure

The governance of this ESG Framework is shared across multiple levels of the organization to ensure both strategic oversight and operational accountability:

Governance Level	Body / Role	Responsibilities
Board Level	Board of Directors & ESG Committee	Approve ESG framework; oversee ESG performance; receive annual ESG reports; ensure integration with corporate strategy
Senior Management	CEO, CFO, Chief ESG Officer	Champion ESG culture; allocate resources; approve annual ESG targets; engage with external stakeholders on ESG matters
Regional Management	Country Directors / Regional Managers	Adapt global ESG framework to regional context; oversee regional ESG implementation; manage regional partner relationships
Programme Level	ESG Programme Officers / Community Liaisons	Day-to-day ESG programme delivery; community engagement; monitoring & evaluation; data collection and reporting
Advisory	External ESG Advisory Panel	Provide independent advice; validate ESG reports; identify emerging risks and opportunities

1.7 Review and Update Cycle

This framework is a living document. Transnova commits to:

- Annual policy review: Conducted each December, incorporating lessons from the previous year, stakeholder feedback, regulatory developments, and emerging best practices;
- Mid-term strategic review: A comprehensive review at the 30-month mark (mid-2027) to assess progress against 2025 - 2030 targets;
- Triggered reviews: Immediate review and potential amendment in the event of material changes to Transnova's geographic scope, ownership structure, regulatory environment, or stakeholder landscape;

- Community-informed review: Regional community consultation sessions held annually, ensuring that the communities most affected by Transnova's work have meaningful input into this framework's evolution.

SECTION 2: ESG PILLARS IN DETAIL

2. ENVIRONMENTAL, SOCIAL & GOVERNANCE PILLARS

2.1 Environmental Pillar (E)

Transnova approaches its environmental responsibilities with the recognition that ecological degradation is one of the defining crises of our era and that its operations, particularly in Africa, exist in ecosystems that are already under severe stress from climate change, deforestation, desertification, water scarcity, and biodiversity loss. In Canada, Transnova acknowledges its obligation to operate within the framework of federal and provincial environmental regulations while actively contributing to the country's net-zero ambitions.

2.1.1 Climate Change & Carbon Management

Transnova commits to aligning its operations with the Paris Agreement's goal of limiting global warming to 1.5°C above pre-industrial levels. Specific commitments include:

- Measuring and disclosing Transnova's annual Scope 1, 2, and 3 greenhouse gas (GHG) emissions across all operations;
- Setting science-based emissions reduction targets validated by the Science Based Targets Initiative (SBTi);
- Transitioning all Transnova-owned or leased facilities to 100% renewable energy sources by 2030;
- Achieving net-zero operational emissions by 2050, including through verified carbon offset programmes in Africa;
- Integrating climate risk assessment into all major investment and operational decisions.

2.1.2 Biodiversity & Ecosystem Protection

Transnova recognizes Africa's extraordinary biodiversity - from the Congo Basin rainforest, the second largest tropical forest on Earth, to the Serengeti ecosystems, the Sahel transition zones, and Southern Africa's extraordinary flora. As a global heritage requiring active protection. Commitments include:

- Zero net deforestation policy across all Transnova-linked land use activities;
- Biodiversity impact assessments prior to any new programme, facility, or infrastructure development;

- Active support for community-based conservation programmes, particularly those led by indigenous and local communities;
- Funding and technical support for reforestation initiatives in all four African regions.

2.1.3 Water Stewardship

Water is recognized as both a human right and a finite resource under increasing pressure from climate change and population growth. Transnova's water stewardship policy encompasses:

- Reducing water consumption across all Transnova facilities by 30% by 2030 (against a 2024 baseline);
- Supporting community access to clean water through partnerships with NGOs, governments, and UN agencies;
- Implementing water-efficient technologies and practices across all African programme sites;
- Conducting watershed risk assessments in regions where Transnova operations could affect local water access.

2.1.4 Waste Management & Circular Economy

- Achieving zero waste to landfill from all Transnova-managed facilities by 2030;
- Promoting circular economy principles in supply chain and procurement;
- Supporting community-based waste management and recycling initiatives in urban and peri-urban African communities;
- Eliminating single-use plastics from all Transnova-managed events, offices, and programme sites by 2029.

2.1.5 Sustainable Procurement & Supply Chain

- All major suppliers required to demonstrate environmental management systems (ISO 14001 or equivalent);
- Preference given to locally sourced goods and services to minimize transport emissions and support local economies;
- Annual supplier environmental audits conducted for Tier 1 suppliers.

2.2 Social Pillar (S)

The Social pillar is the heart of Transnova's ESG identity. It encompasses the full spectrum of the company's human-centred commitments; from empowering marginalized communities in Canada to supporting women, youth, and girls across all four African regions, to building resilient and

healthy communities through partnerships with governments, faith bodies, NGOs, and civil societies.

2.2.1 Human Rights

Transnova adopts the UN Guiding Principles on Business and Human Rights (UNGPs) as its foundational human rights framework. This means Transnova commits to:

- Respecting all internationally recognized human rights across its value chain;
- Conducting human rights due diligence for all new programmes, partnerships, and investments;
- Providing accessible grievance mechanisms for all community members, employees, and stakeholders;
- Refusing to engage with any partner or supply chain actor involved in forced labour, child labour, or human trafficking.

2.2.2 Labour Standards & Decent Work

- Compliance with all applicable labour laws in Canada and in each African country of operation;
- Living wage commitment, ensuring all Transnova direct employees and, where contractually possible, partner organization employees earn a living wage;
- Zero tolerance for discrimination based on gender, race, ethnicity, religion, age, disability, sexual orientation, or nationality;
- Safe and healthy workplaces for all employees, compliant with occupational health and safety (OHS) standards;
- Support for worker representation and freedom of association.

2.2.3 Women's Empowerment, Girl Child Education & Gender Equality

Gender equality is not merely a priority for Transnova but rather a prerequisite for achieving all other development outcomes. Transnova's gender framework is informed by the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the AU Gender Policy, and the specific gender dimensions of the UN SDGs. Detailed gender commitments are outlined in Section 6 of this framework.

2.2.4 Youth Empowerment

With over 60% of Africa's population under the age of 25, and Canada's youth facing unprecedented challenges of economic precarity and mental health, Transnova places youth empowerment at the center of its social strategy. The company commits to specific youth investment programmes in every region of operation, detailed in Sections 4 and 5.

2.2.5 Community Development & Social Investment

- Minimum 2% of annual operating revenue committed to community social investment programmes;
- All social investment programmes designed with, not for, communities — ensuring genuine co-design and community ownership;
- Priority investment in communities where Transnova has a direct operational footprint;
- Comprehensive stakeholder engagement policy ensuring all affected communities have a voice in decisions that affect them.

2.3 Governance Pillar (G)

Strong governance is the foundation upon which Transnova's environmental and social commitments are built. Without accountability, transparency, and ethical leadership, the best sustainability intentions remain unfulfilled. Transnova's governance architecture is designed to ensure that ESG principles are embedded at every level of decision-making.

2.3.1 Board Composition & Diversity

- Minimum 40% women on the Transnova Board by 2026;
- Minimum 30% representation of African board members in recognition of the continent's central role in Transnova's mission;
- Inclusion of at least one board member with expertise in ESG, sustainable development, or social enterprise;
- Board skills matrix reviewed annually to ensure alignment with strategic priorities.

2.3.2 Anti-Corruption & Ethical Business Conduct

- Zero tolerance policy for bribery, corruption, fraud, and conflicts of interest;
- Compliance with the Canadian Corruption of Foreign Public Officials Act (CFPOA) and applicable African anti-corruption laws;
- Annual ethics training mandatory for all staff and board members;
- Confidential whistleblower mechanism accessible to all employees and community partners;
- Third-party due diligence required for all government, NGO, and commercial partners.

2.3.3 Transparency & ESG Reporting

- Annual ESG Report published in accordance with the Global Reporting Initiative (GRI) Standards;
- Disclosure of material ESG risks, opportunities, and performance metrics;
- Third-party independent verification of ESG report by a recognized assurance provider;

- All ESG reports made publicly available on the Transnova website in English, French, and at least two African regional languages.

2.3.4 Stakeholder Engagement & Accountability

- Formal Stakeholder Engagement Plan updated annually and shared publicly;
- Community grievance mechanisms established and publicized in all areas of operation;
- Annual multi-stakeholder ESG Forum bringing together government, civil society, religious leaders, private sector, and community voices;
- ESG performance linked to senior management remuneration and performance evaluations.

SECTION 3: STRATEGIC ALIGNMENT FRAMEWORKS

3. STRATEGIC ALIGNMENT FRAMEWORKS

Transnova's ESG Framework does not exist in isolation. It is deliberately aligned with the most credible and widely recognized international, continental, and regional frameworks governing sustainable development, corporate responsibility, and community welfare. This alignment ensures that Transnova's work contributes to larger systemic change while benefiting from the legitimacy, partnerships, and knowledge ecosystems that these frameworks provide.

3.1 United Nations Sustainable Development Goals (UN SDGs)

The 17 Sustainable Development Goals, adopted by all 193 UN Member States in 2015 as part of the 2030 Agenda for Sustainable Development, provide the most comprehensive and globally accepted articulation of what a just and sustainable world looks like. Transnova formally aligns its ESG Framework with all 17 SDGs, with primary focus on the following:

SDG	Goal Title	Transnova's Primary Contribution
SDG 1	No Poverty	Economic inclusion programmes, supporting the marginalized in Canada, livelihood support in Africa
SDG 2	Zero Hunger	Food security partnerships, agricultural support programmes in rural Africa
SDG 3	Good Health & Wellbeing	Community health programmes, mental health for new-to-Canada, healthcare partnerships with NGOs
SDG 4	Quality Education	Girl child education, youth skills training, language/credential support for new-to-Canada
SDG 5	Gender Equality	Women empowerment programmes, SGBV prevention, girl child advocacy across all regions
SDG 6	Clean Water & Sanitation	Water access projects in Africa, WASH programmes with NGO/government partners
SDG 7	Affordable & Clean Energy	Renewable energy transition, off-grid energy access for rural African communities
SDG 8	Decent Work & Econ. Growth	Job creation, entrepreneurship support, living wage commitment, supplier diversity, inclusive hiring pipelines

SDG 10	Reduced Inequalities	Newcomer integration, advocate for inclusive policies, regional development equity
SDG 11	Sustainable Cities	Urban community development, affordable housing advocacy, resilient infrastructure
SDG 13	Climate Action	Carbon reduction, reforestation, climate adaptation in vulnerable African communities
SDG 16	Peace, Justice & Institutions	Anti-corruption, rule of law advocacy, community governance strengthening
SDG 17	Partnerships for the Goals	Multi-sector partnerships, government engagement, NGO and faith community collaboration

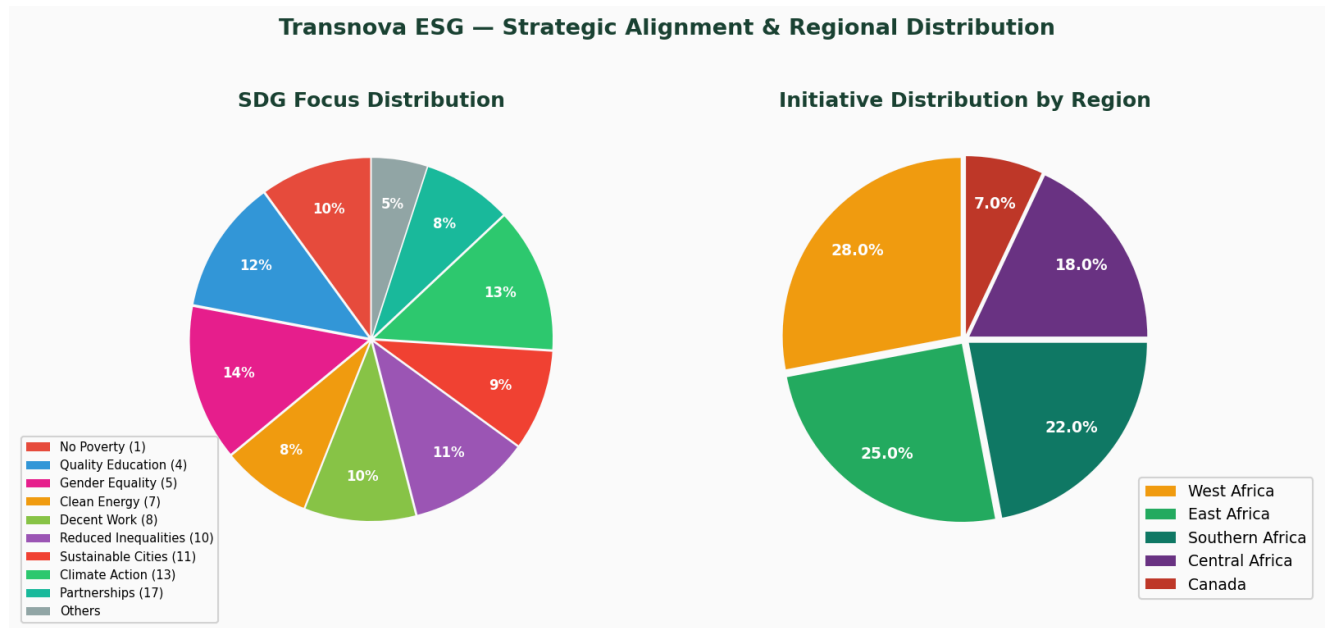


Figure 3.1: Left - Transnova's distribution of SDG focus areas across its portfolio. Right - Geographic distribution of Transnova ESG initiatives by region.

3.2 African Union Agenda 2063

The AU's Agenda 2063 "The Africa We Want" is the strategic framework for Africa's transformation over the next fifty years. It articulates seven aspirations that resonate deeply with Transnova's mission in Africa. Transnova formally aligns its African operations with the following Agenda 2063 aspirations and flagship projects:

Aspiration	Content	Transnova Alignment
Aspiration 1	A prosperous Africa based on inclusive growth & sustainable development	Livelihood programmes, market linkages, women's economic empowerment
Aspiration 2	An integrated continent, politically united, based on pan-African ideals	Cross-border partnerships, regional economic community engagement (ECOWAS, EAC, COMESA, ECCAS, SADC)
Aspiration 3	An Africa of good governance, democracy, and respect for human rights	Governance strengthening, anti-corruption, civil society support
Aspiration 4	A peaceful and secure Africa	Community cohesion, conflict-sensitive programming, youth deradicalization
Aspiration 5	An Africa with strong cultural identity, common heritage and shared values	Cultural programming, faith-community engagement, arts and heritage preservation
Aspiration 6	An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth	Women empowerment, youth development, girl child education, indigenous leadership
Aspiration 7	Africa as a strong, united force in the world	International advocacy, representation of African voices in global forums

3.3 African Continental Free Trade Area (AfCFTA)

Transnova recognizes the AfCFTA which entered into force in 2021 and aims to create a single market for goods and services across 55 AU member states as a transformative opportunity and a framework within which responsible business can amplify development impact. Transnova commits to:

- Operating in compliance with AfCFTA rules of origin, trade facilitation provisions, and investment protocols;
- Supporting SMEs and women-led businesses in accessing cross-border opportunities created by AfCFTA;
- Advocating for AfCFTA provisions that protect labour rights, environmental standards, and community interests.

3.4 Regional Economic Communities (RECs)

Africa's eight AU-recognized RECs provide the institutional infrastructure through which much of Transnova's policy engagement in Africa is channeled. Each REC has its own development agenda, regulatory frameworks, and community development priorities that directly shape Transnova's regional ESG approaches.

REC	Region	Member States (Key)	Transnova Engagement Priority
ECOWAS	West Africa	Nigeria, Ghana, Senegal, Côte d'Ivoire, Mali, Burkina Faso, Guinea, etc.	Regional trade, women's market access, youth employment, environmental resilience
EAC	East Africa	Kenya, Tanzania, Uganda, Rwanda, Burundi, DRC, South Sudan, Ethiopia, Somalia	Digital economy, free movement of persons, cross-border community development
COMESA	East & Southern Africa	Ethiopia, Kenya, Egypt, DRC, Zambia, Zimbabwe, Uganda, Rwanda, etc.	Trade facilitation, investment, women in business, regional value chains
SADC	Southern Africa	South Africa, Zimbabwe, Zambia, Mozambique, Botswana, Angola, Namibia, etc.	Gender mainstreaming, environmental protection, post-conflict reconstruction
ECCAS	Central Africa	DRC, Cameroon, Congo, Gabon, CAR, Chad, Equatorial Guinea, etc.	Stability, governance, forest conservation, community development in conflict areas
IGAD	East Africa (Horn)	Ethiopia, Kenya, Somalia, Sudan, South Sudan, Eritrea, Djibouti	Humanitarian-development nexus, pastoralist communities, climate adaptation

3.5 Paris Agreement & Climate Frameworks

Transnova's environmental commitments are grounded in the Paris Agreement's goals and in the Nationally Determined Contributions (NDCs) of both Canada and each African country of operation. Transnova commits to:

- Aligning all capital investment decisions with a 1.5°C pathway;
- Funding community-based climate adaptation projects in the most climate-vulnerable areas of operation;
- Participating in voluntary carbon markets in ways that genuinely benefit local communities, not merely offset corporate emissions.

3.6 Additional Frameworks & Standards

Framework / Standard	Application
Global Reporting Initiative (GRI)	Annual ESG reporting standards. All Transnova disclosures prepared in accordance with GRI Universal Standards
UN Guiding Principles on Business & Human Rights	Human rights due diligence and grievance mechanisms
IFC Performance Standards	Environmental and social risk management for investment activities
ISO 14001	Environmental Management System standard for Transnova-managed facilities
ISO 45001	Occupational Health & Safety management for all workplaces
CEDAW & Beijing Platform for Action	Gender equality and women's rights framework across all programmes
UN Convention on the Rights of the Child	Child protection, education, and participation standards across all programmes
African Charter on Human and Peoples' Rights	Human rights framework specific to African operations
Canadian Extractive Sector Transparency Measures Act	Applicable transparency requirements for Canadian operations

SECTION 4: CANADA OPERATIONS ESG FRAMEWORK

4. Newcomer Integration & Marginalized Empowerment

4.1 CONTEXT: CANADA'S MULTICULTURAL LANDSCAPE

Canada is one of the world's most multicultural nations. With an immigration target of approximately 500,000 newcomers per year through 2025 and beyond, Canada's social fabric is continuously enriched by waves of people arriving from every corner of the globe - including significant numbers from Africa, South Asia, Southeast Asia, the Caribbean, the Middle East, and Latin America. Transnova's Canadian operations are deeply embedded in this reality.

The marginalized communities of Canada as well as the newcomers - whether arriving as refugees, economic immigrants, international students, or family reunification applicants; frequently encounter systemic barriers that are invisible to long-established residents: non-recognition of foreign credentials, language barriers, lack of a Canadian credit history, social isolation, discrimination in housing and employment, mental health challenges, and cultural dislocation. These barriers are compounded for women, youth, elderly, racialized individuals, and persons with disabilities.

Transnova's Canada ESG strategy is built on the conviction that supporting these communities is not charity, it is an economic and social imperative. Canada's prosperity and demographic future depend on the successful integration of the millions of talented, hardworking, and entrepreneurial individuals who choose this country as their home.

Canada ESG Policy Commitment

Transnova commits to being a genuine ally and active partner in the economic, social, and cultural integration of the marginalized and newcomers to Canada. This means investing in programmes that address the full spectrum of newcomer needs and the needs of the marginalized communities - from basic advocacy through to long-term civic participation and economic contribution.

4.2 Newcomer Support Framework

4.2.1 Pre-Arrival Orientation & Digital Onboarding

Transnova recognizes that successful integration begins before newcomers set foot in Canada.

Pre-arrival support includes:

- Digital orientation packages available in multiple languages including French, Arabic, Swahili, Amharic, Yoruba, Tigrinya, Somali, Tagalog, Mandarin, Hindi, and Punjabi;
- Online community matching - connecting incoming newcomers with established diaspora communities, mentors, and peer support networks;
- Pre-arrival credential assessment guidance in partnership with provincial regulatory bodies and WES (World Education Services);
- Housing information packages, tenant rights guides, and connections to ethical affordable housing providers;
- Financial literacy pre-arrival modules covering Canadian banking, credit building, CERB/CERB equivalents, RRSP, TFSA, and tax filing basics.

4.2.2 Employment & Economic Integration

Employment is the single most critical factor in newcomer well-being and integration.

Transnova's employment support ecosystem includes:

- Credential recognition navigation: Providing one-on-one case management support for professionals (engineers, doctors, teachers, lawyers, nurses, accountants) seeking Canadian licensure;
- Bridging employment programmes: Structured internships, mentorship placements, and bridge-to-profession programmes in partnership with Canadian employers;
- Entrepreneurship support: Business incubation, micro-grant access, and mentorship for newcomers launching small businesses in Canada;
- Skills upgrading and re-training: Partnerships with colleges and community organizations to offer affordable, targeted skills development;
- Employment discrimination advocacy: Working with the Canadian Human Rights Commission and provincial human rights bodies to address systemic hiring discrimination against newcomers;
- Job readiness workshops: Covering Canadian workplace culture, resume writing, interview skills, professional networking, and LinkedIn profile optimization.

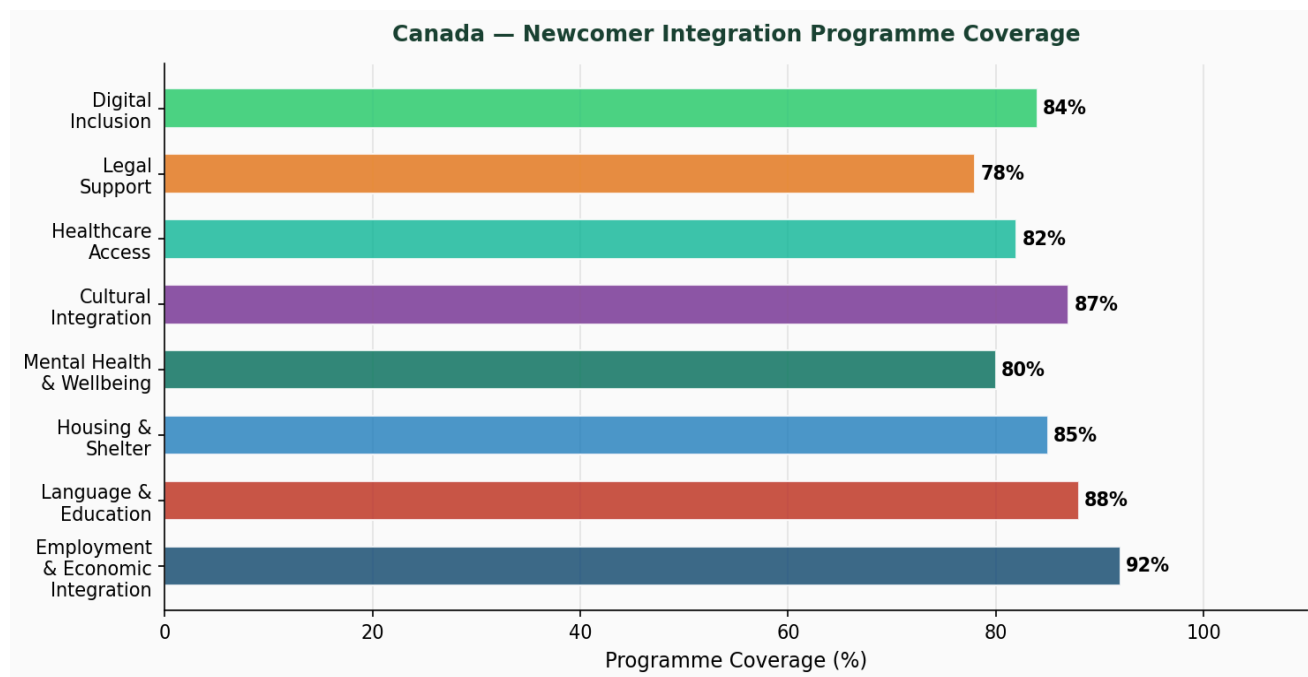


Figure 4.1: Transnova Canada - Newcomer Integration Programme Coverage across eight key areas of need.

4.2.3 Language & Education Support

- Free or subsidized English and French language classes (ESL/FSL) with flexible scheduling for working newcomers and parents;
- Literacy programmes for newcomers with limited formal education background;
- Academic pathways support for newcomer youth, school enrollment guidance, tutoring, mentorship, and post-secondary preparation;
- Children's heritage language and culture programmes to support bilingual identity development;
- Professional English/French certification support for credential-seeking professionals.

4.2.4 Housing & Shelter Security

Housing insecurity is among the most acute challenges facing newcomers in Canada's major urban centers. Transnova's housing policy commitments include:

- Advocacy for inclusive and affordable housing policy at municipal and provincial levels;
- Emergency transitional housing referral network for newly arrived refugees and asylum seekers;
- Tenant rights education and legal support: empowering newcomers to understand and assert their rights as renters;

- Anti-discrimination in housing advocacy: working with human rights bodies to combat discriminatory rental practices targeting newcomers and racialized individuals;
- Connections to ethnic-community housing cooperatives and social housing providers.

4.2.5 Mental Health & Psychosocial Wellbeing

Migration is inherently a stressful life experience. The trauma of displacement, the grief of leaving family and community behind, the challenges of rebuilding a life in an unfamiliar environment, and the experience of discrimination can have profound mental health consequences. Transnova recognizes mental health as a central element of newcomer wellbeing, not a peripheral concern:

- Culturally safe mental health services: Partnerships with mental health providers who have expertise in cross-cultural service delivery and trauma-informed care;
- Peer support networks and community circles: Creating spaces where newcomers can connect with others who share similar experiences;
- Awareness campaigns to reduce mental health stigma within newcomer and refugee communities;
- Family counseling and parenting support: Addressing the particular stresses of cross-cultural parenting and family reunification;
- Crisis support referral pathways: Ensuring newcomers know how to access crisis support services in their language.

4.2.6 Women Newcomers - Special Provisions

Women newcomers face a distinctive intersection of challenges: gender-based discrimination, greater likelihood of being primary caregivers, higher vulnerability to domestic violence in new environments, and more acute social isolation. Transnova's Canadian ESG framework includes gender-specific provisions:

- Women-only settlement support spaces and services: Ensuring safe, accessible environments for women to seek support without fear of judgment;
- Gender-based violence (GBV) response pathways: Clear referral protocols to shelters, legal aid, and support organizations;
- Childcare support: Ensuring that the absence of childcare does not prevent women from accessing employment, education, or settlement services;
- Women's entrepreneurship programme: Targeted micro-grant, mentorship, and networking support for women-owned small businesses;

- Leadership pathway for women newcomers: Governance and civic participation programmes designed to support women newcomers in assuming leadership roles in their communities and in Canadian civic life.

4.2.7 Newcomer Youth & Children - Special Provisions

- School readiness and transition support: Helping children and youth transition into the Canadian educational system;
- After-school tutoring, arts, and recreation programmes: Addressing the social isolation experienced by newcomer children;
- Mentorship pairing with established Canadian youth from similar cultural backgrounds;
- Safe spaces for LGBTQ+ newcomer youth who may face intersection of sexual identity and cultural displacement;
- Youth civic engagement: Encouraging newcomer youth to participate in student government, volunteer opportunities, and Canadian civic life from an early age.

4.2.8 Legal Status & Immigration Navigation

- Know-your-rights workshops covering immigration status, work permits, permanent residency pathways, citizenship, and refugee protections;
- Referrals to regulated immigration consultants and legal aid for newcomers navigating complex immigration matters;
- Advocacy for fair and humane asylum and refugee determination processes in Canada.

4.2.9 Digital Inclusion

- Device access and digital literacy programmes for newcomers who lack access to technology;
- Guidance on Canadian digital government services, online banking, telehealth, and educational platforms;
- Cybersecurity and privacy awareness for newcomers navigating Canadian digital ecosystems for the first time.

4.2.10 Cultural Integration & Civic Participation

- Community events celebrating cultural diversity and promoting cross-cultural understanding;
- Indigenous-newcomer dialogue and reconciliation programming: Educating newcomers about Canada's Indigenous history and the ongoing journey of reconciliation;
- Civic education: Voter registration, municipal engagement, and participation in Canada's democratic institutions;
- Interfaith dialogue and community cohesion programming.

4.3 Environmental Commitments: Canada

4.3.1 Climate Action in Canadian Operations

- All Canadian Transnova offices to achieve carbon neutrality by 2030;
- Green procurement policy for all Canadian office supplies, catering, and events;
- Staff commuter green travel incentives - public transit passes, cycling benefits, remote-work support;
- Engagement with federal and provincial climate transition programmes for newcomer communities.

4.3.2 Environmental Education for Newcomers

Many newcomers arrive from countries where environmental literacy programmes have been limited. Transnova commits to providing culturally appropriate environmental education covering:

- Canadian recycling systems, composting, and waste disposal; reducing language and literacy barriers to participation;
- Energy efficiency in the home: Heating, water, and electricity conservation tailored to newcomer households;
- Green employment pathways: Connecting newcomers to Canada's growing clean economy workforce.

4.4 Partnerships - Canada

Partner Type	Examples	Nature of Collaboration
Federal Government	IRCC, Employment & Social Development Canada, Health Canada	Programme funding, policy alignment, service integration
Provincial Government	Provincial settlement ministries, human rights commissions	Regional compliance, referrals, co-programming
Municipal Government	City social services, libraries, public health units	Local service delivery, outreach, cultural programming
Settlement Agencies	Local newcomer settlement organizations, ethnic community centers	Front-line service referrals and co-delivery

Educational Institutions	Colleges, universities, ESL providers	Language training, bridging programmes, credential recognition
Faith Communities	Churches, mosques, temples, synagogues	Community outreach, cultural support, safe spaces
Legal Aid & Human Rights	Legal clinics, human rights organizations	Immigration support, anti-discrimination advocacy
Private Sector	Canadian employers, financial institutions, tech companies	Employment partnerships, financial inclusion, digital tools

4.5 Marginalized Community Support Framework

Transnova recognizes that systemic barriers continue to limit full economic and social participation for many communities across Canada. This framework establishes a structured, ongoing approach to reduce inequities and enable inclusive economic participation, dignity, and long-term stability.

4.5.1 Employment & Economic Integration

Employment is the primary driver of economic empowerment. Transnova's approach focuses on removing structural barriers while creating direct pathways into sustainable livelihoods:

- **Barrier-aware employment pathways:** Providing continuous, individualized employment support addressing systemic issues such as hiring bias, credential discounting, accessibility gaps, and lack of Canadian experience;
- **Targeted hiring partnerships:** Working with employers to establish inclusive hiring pipelines, diversity targets, and equitable workplace practices across sectors;
- **Entrepreneurship & small business support:** Delivering incubation, mentorship, and access to micro-capital for individuals facing barriers to traditional employment;
- **Skills development & workforce access:** Partnering with training institutions to offer affordable, industry-relevant upskilling and re-skilling programs aligned with labour market demand;
- **Workplace accessibility & inclusion:** Supporting employers in aligning with the Accessibility for Ontarians with Disabilities Act (AODA), ensuring inclusive and barrier-free work environments;
- **Anti-discrimination advocacy:** Collaborating with organizations such as the Canadian Human Rights Commission to address systemic employment discrimination;
- **Job readiness & professional integration:** Providing ongoing support in workplace culture, communication, resume development, interview readiness, and professional networking;
- **Career progression & income mobility tracking:** Monitoring long-term employment outcomes, including retention, wage growth, and advancement.

4.5.2 Community Engagement & Economic Participation

Strong community ecosystems are critical to sustainable inclusion. Transnova prioritizes long-term community investment and partnership:

- Community partnerships: Collaborating with grassroots organizations, advocacy groups, and service providers supporting equity-deserving populations;
- Community advisory representation: Establishing advisory groups to ensure lived experiences inform decision-making and program design;
- Local economic participation: Integrating community-based businesses and social enterprises into supply chains and partnerships;
- Community investment initiatives: Supporting programs that address systemic inequities, including employment access and social supports;
- Safe and inclusive spaces: Creating environments (physical or digital) where individuals can access services, build networks, and engage meaningfully;
- Data-informed impact measurement: Using disaggregated data to track outcomes while ensuring ethical data use and privacy.

4.5.3 Accessible & Inclusive Services

Access to services at Transnova or any of our subsidiaries and partners must always be equitable, culturally relevant, and barrier-free:

- Universal accessibility standards: Ensuring all services meet or exceed AODA requirements across digital and physical environments;
- Culturally competent service delivery: Designing services that reflect the lived experiences, languages, and cultural contexts of diverse communities;
- Multilingual access: Providing information and support in multiple languages commonly used across Canadian communities;
- Disability-inclusive design: Integrating assistive technologies and flexible service delivery models;
- Digital inclusion: Expanding access to technology, connectivity, and digital literacy;
- Affordability & equitable access: Structuring services to remain accessible to low-income individuals through subsidies and flexible pricing models;
- User feedback integration: Continuously improving services based on direct input from communities served.

4.5.4 Housing Stability & Basic Needs Access

Housing insecurity and access to basic needs is among the most acute challenges faced by the marginalized communities in Canada's major urban centers. Transnova's policy on housing & basic needs include:

- Affordable housing access: Supporting transparent and fair housing development options, including rent-to-own, shared and co-living models;
- Anti-discrimination in housing: Addressing systemic bias in rental and housing markets affecting racialized and low-income populations;
- Integrated support systems: Linking housing access with employment, financial literacy, and social services;
- Food security & essential services: Partnering with community organizations to support immediate and ongoing needs;

4.5.5 Governance, Equity & Accountability

Sustainable impact requires strong governance and accountability structures:

- Equity-centered ESG reporting: Measuring outcomes using recognized frameworks such as the Global Reporting Initiative (GRI);
- Inclusive leadership representation: Promoting diversity across leadership, advisory, and decision-making bodies;
- Ethical and inclusive procurement: Prioritizing partnerships with minority-owned and community-based enterprises;
- Data ethics & privacy protection: Ensuring responsible use of demographic data in compliance with Canadian regulations;
- Continuous engagement & transparency: Maintaining open communication with stakeholders and communities served;
- Ongoing monitoring & improvement: Regularly reviewing policies, programs, and outcomes to strengthen impact.

SECTION 5: AFRICA REGIONAL ESG FRAMEWORKS

5. AFRICA REGIONAL ESG FRAMEWORKS

Africa is not a monolith. Its 54+1 countries represent extraordinary diversity in geography, culture, language, political systems, economic structures, development challenges, and human potential. Transnova's African ESG framework honours this complexity by establishing region-specific approaches for West Africa, East Africa, Southern Africa, and Central Africa, each tailored to the unique development context, regulatory environment, stakeholder landscape, and community priorities of that region.

All four regional frameworks are anchored in shared Transnova-wide ESG commitments, alignment with the AU Agenda 2063, and the relevant Regional Economic Community (REC) frameworks, while allowing for the flexibility and contextual sensitivity that effective community-centred development demands.

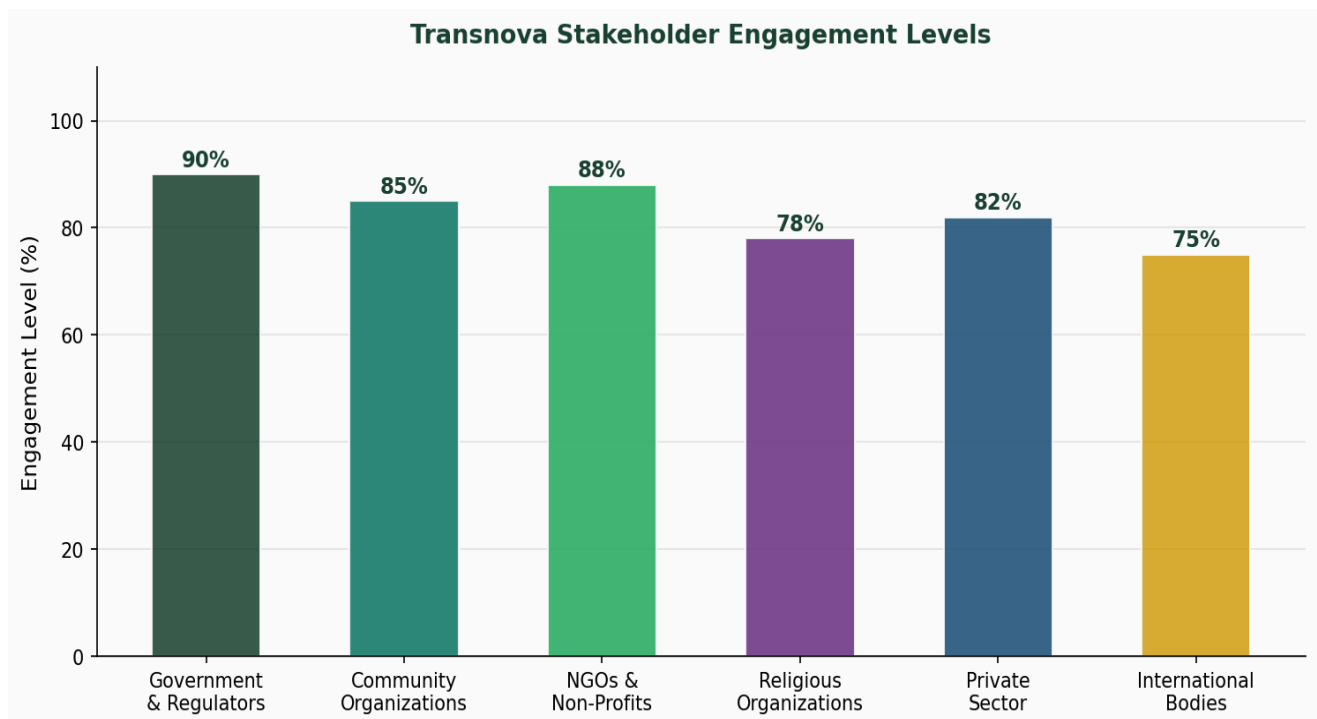


Figure 5.1: Transnova Stakeholder Engagement Levels — illustrating the depth of engagement across governments, communities, NGOs, religious organizations, private sector, and international bodies across all African regions.

5.1 WEST AFRICA ESG FRAMEWORK

5.1 West Africa ESG Framework

5.1.1 Regional Context

West Africa is a region of extraordinary demographic energy, economic dynamism, and persistent development challenges. Home to over 420 million people across 16 ECOWAS member states, the region features the African continent's most populous nation (Nigeria), a growing hub of technology and innovation (Ghana), significant French-speaking countries with deep ties to Francophone international networks (Senegal, Côte d'Ivoire, Mali, Burkina Faso, Guinea), and some of the world's most fragile states grappling with terrorism, food insecurity, and climate-induced displacement (Mali, Burkina Faso, Niger).

West Africa also has the largest West African diaspora globally; - including significant communities in Canada - creating a natural bridge between Transnova's Canadian support work and its West African ESG programmes. Many of the communities Transnova supports in Canada maintain deep familial, economic, and emotional ties to West African communities.

5.1.2 Development Priorities - West Africa

Priority Area	Key Challenge	Transnova Response
Youth Unemployment	Over 50% youth unemployment / underemployment in many WA countries	Skills training, entrepreneurship, digital economy access, regional labour mobility
Women's Economic Inclusion	Women excluded from formal financial systems and markets	Women's credit cooperatives, market access, ECOWAS women in trade support
Food Security & Agriculture	Climate-driven food insecurity in Sahel; informal agriculture dominance	Climate-smart agriculture, value chain development, market linkages for smallholders
Education & Girl Child	High female dropout rates due to early marriage, poverty, safety concerns	School retention programmes, conditional support, girl-child mentorship networks
Healthcare Access	Weak public health systems, high maternal/infant mortality	Community health programmes, maternal health partnerships, mobile health units
Climate Vulnerability	Sahel desertification, coastal erosion, flooding in urban centers	Adaptation programmes, ecosystem restoration, green infrastructure
Governance & Security	Political instability in parts of Sahel; post-coup transitions	Conflict-sensitive programming, civil society support, community peacebuilding

5.1.3 Environmental Commitments/ West Africa

- Sahel Reforestation Programme: Transnova co-invests in the Great Green Wall initiative, planting trees and restoring degraded land across the Sahel belt in partnership with national governments and ECOWAS;
- Coastal Ecosystem Protection: supporting mangrove restoration and marine protection in coastal West African communities (particularly in Nigeria, Ghana, Senegal, and Côte d'Ivoire);
- Renewable Energy Access: Off-grid solar solutions for rural communities in partnership with the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE);
- Climate-Smart Agriculture: Training for smallholder farmers in climate-resilient agricultural practices, water harvesting, and soil health;
- Waste to Wealth: Community-based plastic waste recycling enterprises, particularly in Lagos, Accra, Dakar, and Abidjan.

5.1.4 Social Commitments/ West Africa

Women's Empowerment

- ECOWAS Women in Trade: Supporting women traders and entrepreneurs in navigating cross-border trade facilitation under ECOWAS protocols;
- Women's credit cooperatives (tontines/susu modernization): Formalizing and scaling traditional rotating savings groups into registered cooperative financial institutions;
- Women in leadership pipeline: Supporting women candidates for local government and civil society leadership positions;
- SGBV prevention and response: Training community leaders, religious figures, and health workers in gender-based violence recognition, prevention, and survivor support.

Girl Child Education

- School retention grants for girls in secondary education: Conditional on attendance and academic performance;
- Menstrual health programmes: Addressing the hidden barrier of period poverty that keeps girls out of school;
- Safe school environments: Community monitoring systems and safe transport for girls in areas with security challenges;
- Girl-to-woman mentorship networks: Connecting young women students with established female professionals and leaders.

Youth Empowerment

- West Africa Digital Skills Hub: Partnerships with tech ecosystem leaders in Lagos, Accra, and Dakar to provide digital literacy, coding, and entrepreneurship training to youth aged 16-35;
- ECOWAS Youth Volunteer Corps participation: Supporting Transnova staff and programme beneficiaries to participate in regional youth service programmes;
- Youth peacebuilding and conflict prevention: Youth-led dialogue processes in communities affected by Sahel insecurity.

5.1.5 Government, NGO, Religious & Community Partnerships/ West Africa

Transnova's engagement model in West Africa is explicitly multi-stakeholder, recognizing that sustainable community development cannot be achieved by any single actor:

Partner Type	Examples	Collaboration Focus
National Governments	Ministries of Gender, Youth, Environment, Agriculture across ECOWAS states	Policy alignment, co-programming, regulatory compliance, national development plan integration
ECOWAS Secretariat	ECOWAS Commission, ECREEE, ECOWAS Youth Council	Regional policy, free movement, energy, youth, gender mainstreaming
NGOs & INGOs	ActionAid, CARE, Plan International, Oxfam, local NGOs	Programme delivery, technical expertise, community mobilization
Faith Organizations	Islamic councils (Senegal, Mali, Niger, Nigeria), Christian associations (Ghana, Nigeria)	Community trust-building, SGBV messaging, health outreach, peacebuilding
Traditional Authorities	Chiefs, emirs, traditional councils	Community consent, dispute resolution, cultural programming
Private Sector	ECOWAS Business Forum members, Afreximbank, local banks	Market development, financial inclusion, enterprise support
UN Agencies	UNICEF, UNFPA, UNDP, WFP, ILO	Technical support, co-funding, programme standards

5.2 EAST AFRICA ESG FRAMEWORK

5.2 East Africa ESG Framework

5.2.1 Regional Context

East Africa is one of the world's fastest-growing economic regions. The East African Community (EAC) which now includes 8 member states (Burundi, DRC, Kenya, Rwanda, Somalia, South Sudan, Tanzania, and Uganda) has created one of Africa's most integrated regional markets, with common currency aspirations, a customs union, and a common market protocol. Ethiopia, while not an EAC member, is the region's second most populous country and a major economic force, operating within the IGAD and COMESA frameworks.

East Africa is also the birthplace of the mobile money revolution. M-Pesa in Kenya has become a global model for financial inclusion and the region leads Africa in digital economy development, startup ecosystems, and technology adoption. This creates distinctive opportunities for ESG programmes that leverage digital technology as a tool for social inclusion and environmental monitoring.

The region also contains some of the world's most significant biodiversity: the Serengeti, Mount Kilimanjaro, the Virunga mountains, the Rift Valley lake system, and the Swahili Coast coral ecosystems. Climate change, population pressure, and agricultural encroachment pose serious threats to these ecosystems.

5.2.2 Development Priorities/ East Africa

Priority Area	Key Challenge	Transnova Response
Digital Economy Access	Urban-rural digital divide; skills gaps in digital economy	Digital skills hubs, fintech literacy, e-commerce for rural SMEs
Food Security	Horn of Africa drought cycles; locust infestations; conflict-induced food crises	Climate-resilient agriculture, food systems strengthening, early warning systems
Refugee & Displacement	World's largest refugee populations (Uganda, Kenya, Ethiopia, South Sudan)	Humanitarian-development nexus programming, livelihood support for refugees

Women & Girl Education	FGM prevalence, early marriage, gender gap in secondary/tertiary education	FGM abandonment campaigns, girl retention, women's higher education
Environmental Conservation	Threat to iconic ecosystems from climate change and encroachment	Community conservation, climate adaptation, sustainable tourism
Healthcare	Persistent malaria, HIV, maternal health gaps; mental health gaps post-conflict	Community health workers, mobile health, mental health programming
Youth Employment	High graduate unemployment; mismatch between education and labour market	EAC youth entrepreneurship, regional labour market integration

5.2.3 Environmental Commitments/ East Africa

- Rift Valley Lake Ecosystem Protection: Community-based conservation of Lake Victoria, Lake Tanganyika, and other Rift Valley lakes threatened by pollution, invasive species, and overfishing;
- Serengeti-Kilimanjaro Corridor Conservation: Supporting community conservancies that protect wildlife corridors between Tanzania's parks and Kenya's Maasai Mara;
- Virunga Highlands Reforestation: Tree planting and watershed restoration in the highlands of Rwanda, Uganda, and DRC;
- Climate-Smart Agriculture in the Horn: Drought-resistant crop varieties, rainwater harvesting, and pastoralist adaptation support in Ethiopia, Kenya, and Somalia;
- Blue Economy: Sustainable fishing communities, marine conservation, and coral reef protection along the Swahili Coast.

5.2.4 Social Commitments/ East Africa

Women's Empowerment & FGM Abandonment

- Community-led FGM abandonment programmes in partnership with local NGOs, religious leaders, and traditional authorities in Kenya, Ethiopia, Somalia, Sudan, and Djibouti;
- Women's digital financial literacy: Leveraging mobile money platforms (M-Pesa, MTN Mobile Money) to build women's financial independence;
- Regional women's business networks: Facilitating cross-border trading and business relationships among women entrepreneurs across EAC;
- Women in public leadership: Voter education, candidate training, and mentorship for women aspiring to political office.

Refugee & Displaced Community Support

- Livelihood programmes for refugees in major camps (Kakuma, Dadaab, Bidi Bidi, Dzaleka): Skills training, enterprise support, and market access;
- Inclusion of refugee youth in Transnova's digital skills and youth empowerment programmes;
- Advocacy for refugee right-to-work policies in East African host countries.

5.2.5 Government, NGO, Religious & Community Partnerships/ East Africa

Partner Type	Examples	Collaboration Focus
National Governments	Ministries of Gender, Environment, Youth, Health in Kenya, Tanzania, Uganda, Ethiopia, Rwanda, etc.	Policy alignment, national programme integration, regulatory engagement
EAC Secretariat	EAC Gender and Community Development Directorate, EAC Youth Council	Regional gender mainstreaming, free movement, youth development
IGAD	IGAD Centre of Excellence for Climate and Pastoral Resilience	Humanitarian-development, pastoral communities, climate adaptation
COMESA	COMESA Gender Policy, COMESA Business Council Women's Wing	Women in trade, regional financial inclusion
NGOs & INGOs	CARE, Save the Children, IRC, Amref Health Africa, local CBOs	Community-level programme delivery, health, education, humanitarian
Religious Organizations	Catholic Church, Anglican Church, Orthodox Church (Ethiopia), Muslim councils, Sikh communities (Kenya)	Community mobilization, FGM abandonment, peacebuilding, health outreach
UN Agencies	UNHCR, UNICEF, WHO, UNFPA, WFP	Refugee support, health, food security, child protection
Tech & Innovation	iHub (Nairobi), Andela, local tech hubs	Digital skills, fintech, youth entrepreneurship

5.3 SOUTHERN AFRICA ESG FRAMEWORK

5.3 Southern Africa ESG Framework

5.3.1 Regional Context

Southern Africa presents a distinctive development landscape shaped profoundly by the legacy of colonialism, apartheid, and post-liberation nation-building. South Africa - the region's economic giant; has the continent's most sophisticated financial markets, industrial base, and regulatory infrastructure, but also among the world's highest levels of inequality (Gini coefficient). Zimbabwe, Zambia, Mozambique, Angola, Namibia, Botswana, and Lesotho each present their own distinctive combinations of resource wealth, governance challenges, and human development deficits.

The SADC (Southern African Development Community) provides the primary regional governance framework, with 16 member states and a strong emphasis on gender mainstreaming, human rights, and regional economic integration. COMESA also covers several Southern African nations, creating overlapping regional frameworks that Transnova navigates carefully.

Southern Africa is also the epicenter of the global HIV/AIDS epidemic with some countries having adult HIV prevalence rates above 25%, and climate change is manifesting acutely through drought, cyclones (particularly in Mozambique and Zimbabwe), and flooding. The region's extraordinary mineral wealth (diamonds, platinum, gold, coltan, copper) creates both opportunities and risks for community wellbeing and environmental stewardship.

5.3.2 Development Priorities/ Southern Africa

Priority Area	Key Challenge	Transnova Response
Economic Inequality	World-highest Gini coefficients; persistent racial wealth gaps post-apartheid	B-BBEE aligned programming, community enterprise, redistributive economic models
HIV/AIDS & Health	Highest HIV prevalence globally; gender dimensions of HIV vulnerability	HIV-sensitive programming, women's health, treatment access advocacy

Land & Livelihoods	Land reform disputes, smallholder farmer exclusion, rural poverty	Land rights advocacy, smallholder support, cooperative formation
Mining & Community	Resource extraction without adequate community benefit; displacement	Community benefit agreements advocacy, environmental monitoring
Youth NEETs	High rates of youth "Not in Education, Employment or Training"	TVET partnerships, youth entrepreneurship, regional labour market access
Climate & Disasters	Cyclone-prone Mozambique; drought in Zimbabwe, Zambia; flooding	DRR, climate-resilient housing, ecosystem-based adaptation
Gender-Based Violence	Among world's highest GBV rates (South Africa femicide)	GBV prevention, survivor support, community accountability systems

5.3.3 Environmental Commitments/ Southern Africa

- Okavango Delta Conservation: Supporting community-based natural resource management in the Okavango ecosystem in Botswana and Namibia;
- Mozambique Cyclone Recovery: Post-Idai and Kenneth recovery programming integrating climate-resilient infrastructure and mangrove restoration;
- Karoo & Limpopo Reforestation: Supporting degraded dryland restoration in South Africa and Zimbabwe;
- Responsible Mining Advocacy: Working with communities in mining regions to advocate for meaningful environmental and social impact management;
- Water Security in the Drought Belt: Rainwater harvesting, borehole rehabilitation, and watershed management in water-stressed communities.

5.3.4 Social Commitments/ Southern Africa

Women's Empowerment & GBV Prevention

- GBV Survivor Support Networks: Community-based safe houses, legal aid referrals, and psychosocial support for GBV survivors;
- SADC Gender Protocol implementation support: Assisting civil society organizations in monitoring and advocating for government compliance;
- Women in mining: Advocacy and support for women miners in artisanal and small-scale mining (ASM) in Zimbabwe, Zambia, and DRC borderlands;

- Women-owned enterprise support: With specific emphasis on agribusiness, retail trade, and service sectors.

Youth, Education & Skills

- SADC Regional TVET Qualification Framework alignment: Ensuring youth skills training programmes deliver regionally recognized qualifications;
- Inclusive education for children with disabilities: Resources and advocacy for disability-inclusive classrooms;
- Youth mental health: Addressing the profound mental health crisis among South African and Zimbabwean youth;
- Youth-led environmental monitoring: Equipping young people with tools to monitor and report on environmental degradation in their communities.

5.3.5 Government, NGO, Religious & Community Partnerships/ Southern Africa

Partner Type	Examples	Collaboration Focus
National Governments	South Africa DSTI, Zimbabwe MWYCA, Zambia Gender Ministry, Mozambique government	Policy alignment, B-BBEE, gender, youth, environment
SADC Secretariat	SADC Gender Unit, SADC Business Council, SADC FANR Directorate	Regional gender protocol, food security, trade development
NGOs & INGOs	ActionAid SA, Oxfam Southern Africa, ChildLine, local CBOs	GBV, child rights, community development, land rights
Religious Organizations	SACC (South African Council of Churches), Catholic Bishops' Conference, ZCC (Zion Christian Church)	Community trust, GBV messaging, health outreach, youth formation
Traditional Leaders	House of Traditional Leaders (SA), Chiefs' councils (Zimbabwe, Zambia)	Community consent, land issues, cultural programming
Private Sector	Anglo American Foundation, De Beers Group Trust, regional banks	Community investment, mining community relations
UN Agencies	UN Women, UNAIDS, UNICEF, ILO	Gender, HIV, child rights, decent work

5.4 CENTRAL AFRICA ESG FRAMEWORK

5.4 Central Africa ESG Framework

5.4.1 Regional Context

Central Africa is a region of immense natural wealth and profound human suffering. The Democratic Republic of Congo (DRC); the heart of the region - is simultaneously home to the Congo Basin, the world's second largest tropical forest and a global carbon sink of incalculable value, and one of the world's most protracted and destructive humanitarian crises. Cameroon, the Republic of Congo, Gabon, Central African Republic, Chad, Equatorial Guinea, and São Tomé and Príncipe make up the rest of this geographically vast and culturally complex region.

Central Africa is governed regionally primarily through ECCAS (Economic Community of Central African States) and the CEMAC (Central African Economic and Monetary Community) among Francophone states. The region faces extraordinary challenges: armed conflict, political instability, extractive industry without adequate community benefit, some of the world's lowest levels of access to education and healthcare, and the urgent imperative to conserve its magnificent forest ecosystems.

Operating in Central Africa demands from Transnova the highest standards of conflict-sensitive programming, community consultation, flexibility, and partnership with organizations that have deep contextual knowledge. Religious organizations particularly the Catholic Church and various Protestant denominations often provide the only consistent service delivery in areas where government and NGO access is limited.

5.4.2 Development Priorities/ Central Africa

Priority Area	Key Challenge	Transnova Response
Conflict & Humanitarian	Ongoing armed conflict in DRC (particularly eastern DRC), CAR, Chad	Conflict-sensitive programming, humanitarian-development nexus, peacebuilding
Forest Conservation	Congo Basin deforestation from logging, agriculture, charcoal production	Community forest management, REDD+ support, green alternative livelihoods

Girls' Education	Among world's lowest female literacy rates; extreme school dropout	Girl retention programmes, conditional support, safe schools
Health Crisis	Ebola outbreaks (DRC), malaria, maternal mortality, cholera	Community health workers, epidemic preparedness, maternal health
Displacement	World's largest internal displacement crisis (DRC)	IDP support, safe return programming, community reintegration
Governance & Rule of Law	Weak state institutions, corruption, lack of accountability	Civil society capacity building, anti-corruption advocacy, community governance
Women in Post-Conflict	SGBV used as weapon of war; profound trauma among women and girls	Survivor support, justice advocacy, economic reintegration

5.4.3 Environmental Commitments/ Central Africa

- Congo Basin Forest Conservation: Transnova co-invests in community forest management programmes in DRC, Congo, Cameroon, and Gabon, recognizing the Congo Basin's irreplaceable role in global climate stability;
- REDD+ Programme Support: Technical and financial support for communities participating in REDD+ (Reducing Emissions from Deforestation and Forest Degradation) programmes;
- Alternative Livelihood to Charcoal: Supporting communities currently dependent on charcoal production to transition to solar energy and sustainable fuel sources;
- Wildlife Protection: Support for anti-poaching community programmes protecting forest elephants, gorillas, bonobos, and other iconic species;
- Oil Spill Response & Advocacy: In partnership with environmental NGOs in Cameroon and Gabon, advocating for accountable environmental management in oil-producing areas.

5.4.4 Social Commitments/ Central Africa

Women & Girls in Conflict Contexts

- Conflict-sensitive SGBV response: Tailored programming for women and girls who have experienced sexual violence as a weapon of war, in collaboration with organizations such as Panzi Hospital (DRC) and Médecins Sans Frontières;
- Women's economic reintegration: Micro-enterprise support and vocational training for women displaced by conflict;

- Women in peace processes: Advocacy for meaningful inclusion of women in peace negotiations and post-conflict governance structures.

Girl Child Education in Conflict Settings

- Temporary learning spaces in displacement settings: Providing educational continuity for children displaced by conflict;
- Teacher training and support for educators in conflict-affected areas;
- Psychosocial support integrated into educational programming for conflict-affected children and youth.

Faith-Based Organizations as Programme Partners

In Central Africa, faith-based organizations (FBOs); particularly the Catholic Church, which operates an extensive network of schools, hospitals, and community service facilities often have the deepest community trust, the widest geographic reach, and the most resilient operational presence even in areas of active conflict. Transnova specifically identifies FBOs as primary programme delivery partners in Central Africa:

- Catholic dioceses and missions: Partnership for health, education, and humanitarian response in DRC, CAR, and Cameroon;
- Protestant mission networks: Partnership for community development, peacebuilding, and women's programmes;
- Islamic organizations in Chad and CAR: Community outreach, interfaith peacebuilding, girls' education;
- Pentecostal and Evangelical churches: Community mobilization, youth programming, and family support.

5.4.5 Government, NGO, Religious & Community Partnerships/ Central Africa

Partner Type	Examples	Collaboration Focus
National Governments	DRC Ministry of Humanitarian Affairs, Cameroon Ministry of Women, Gabon Environment Ministry	Policy alignment (conflict-sensitive), forest conservation, gender
ECCAS Secretariat	ECCAS Peace & Security, ECCAS Environment Commission	Regional stability, forest conservation, community development
CEMAC	CEMAC Commission — trade facilitation, economic integration	Economic inclusion, women in trade, regional market access

NGOs & INGOs	MSF, IRC, Mercy Corps, Cordaid, Tearfund, Caritas	Humanitarian, health, peacebuilding, community development
Catholic Church	CENCO (DRC Bishops), CENC (Cameroon Bishops), Caritas Central Africa	Healthcare, education, humanitarian, community service delivery
Protestant Networks	CEPAC (DRC), various national Protestant councils	Peacebuilding, community development, youth, women
Islamic Organizations	Conseil Supérieur Islamique (Chad, CAR), local Muslim councils	Interfaith peace, community trust, girls' education advocacy
UN Agencies	OCHA, UNHCR, UNICEF, WFP, UN Women	Humanitarian coordination, protection, child rights, gender

SECTION 6: WOMEN, YOUTH & GIRL CHILD EMPOWERMENT

6. WOMEN, YOUTH & GIRL CHILD EMPOWERMENT

Transnova places women's empowerment, girl child education, and youth development at the very heart of its ESG framework. These are not peripheral social programmes, they are the central investment thesis of Transnova's social strategy, grounded in decades of evidence showing that investing in women and girls produces the highest social and economic returns of any development intervention, and that youth energy and leadership are the engines of sustainable community transformation.

6.1 Global Gender Framework

Transnova's gender commitments are grounded in the following international and continental frameworks:

- UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW);
- Beijing Platform for Action (1995) and its review processes (Beijing+25, Beijing+30);
- UN Security Council Resolution 1325 on Women, Peace and Security;
- SDG 5 - Gender Equality and all gender dimensions of other SDGs;
- AU Gender Policy and the Solemn Declaration on Gender Equality in Africa;
- SADC Protocol on Gender and Development;
- ECOWAS Gender Policy;
- Canada's Gender-Based Analysis Plus (GBA+) Framework;
- ILO Convention 190 on Violence and Harassment at Work.

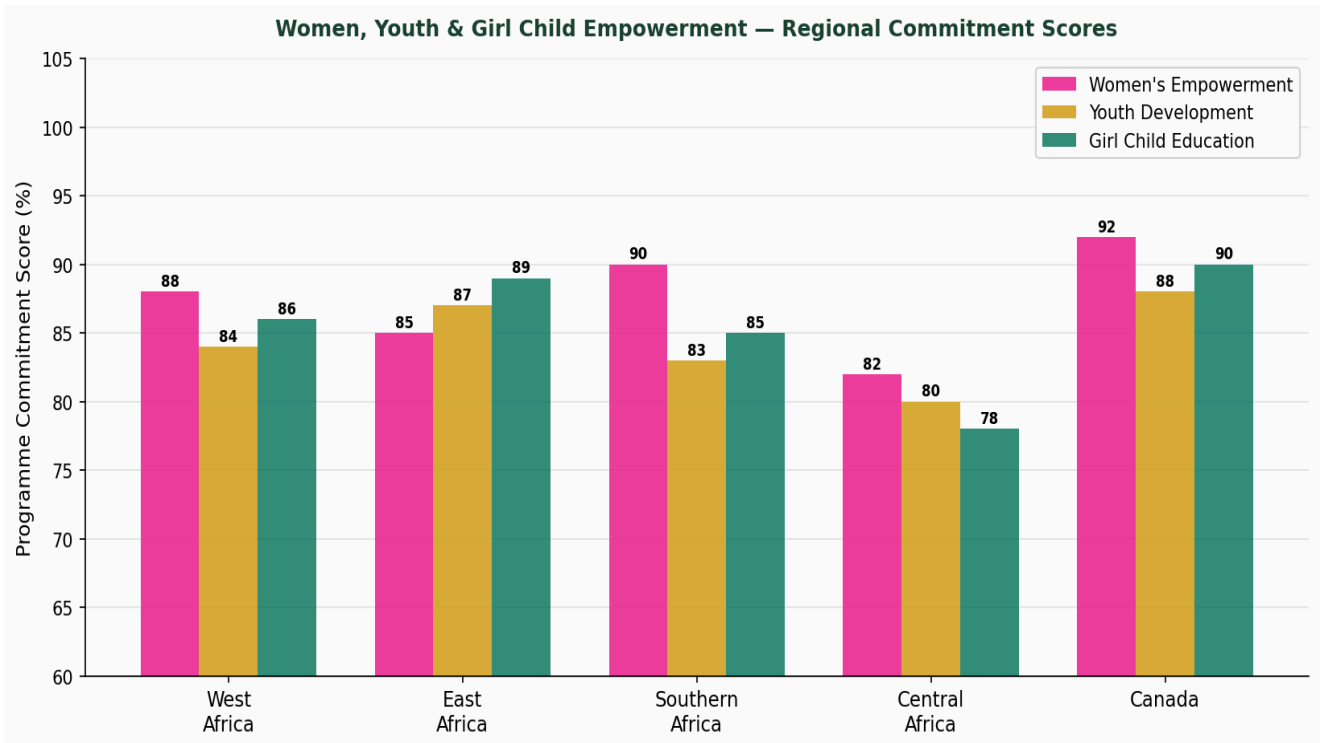


Figure 6.1: Transnova Women, Youth & Girl Child Empowerment - Regional Commitment Scores across all operating regions, illustrating commitment levels across three core empowerment dimensions.

6.2 Women's Empowerment/ Cross-Regional Commitments

6.2.1 Economic Empowerment

- Women's financial inclusion: Ensuring women have equal access to financial services, credit, insurance, and mobile money across all regions;
- Women's market access: Removing barriers that prevent women from participating equally in local, regional, and international markets;
- Equal pay advocacy: Working with employer partners to close the gender pay gap;
- Women-owned enterprise support: Dedicated enterprise development services, mentorship, and grant programmes for women entrepreneurs in Canada and all four African regions;
- Agricultural value chain support: Ensuring women smallholder farmers and food processors benefit equitably from agricultural value chains.

6.2.2 Political & Civic Empowerment

- Women's leadership development: Governance training, civic education, and mentorship for women aspiring to political and community leadership;

- Gender parity advocacy: Supporting advocacy organizations working for electoral gender parity in African nations and equitable political representation in Canada;
- Women in peace and security: In conflict-affected regions, advocating for women's meaningful participation in peace processes, truth and reconciliation commissions, and post-conflict governance.

6.2.3 Health & Bodily Autonomy

- Sexual and reproductive health and rights (SRHR): Supporting access to comprehensive SRHR services in all regions of operation;
- Maternal health: Funding and advocacy for skilled birth attendants, antenatal care, and post-natal support;
- GBV prevention and response: Community-based GBV prevention programmes, survivor support services, and legal aid referrals;
- FGM abandonment: Community-led abandonment programmes in regions where FGM remains prevalent (East and West Africa);
- HIV prevention and treatment: Addressing the gendered dimensions of HIV/AIDS vulnerability, particularly in Southern Africa.

6.2.4 Transnova Internal Gender Commitments

- Gender parity in Transnova's own workforce: Target of 50% women in all positions, including senior management, by 2030;
- Gender-responsive HR policies: Parental leave, flexible working, breastfeeding support, and zero tolerance for workplace harassment;
- Gender-disaggregated data collection across all programmes: Ensuring the impact on women and men is measured and reported separately;
- Annual gender audit of all Transnova programmes and operations.

6.3 Girl Child Empowerment/ Cross-Regional Commitments

The girl child represents both the most marginalized demographic in many Transnova operating contexts and the most powerful lever for long-term community transformation. Every additional year of girls' secondary education translates into measurable gains in household income, child health, and community resilience. Transnova commits to:

- Zero girls left out of school: Working with community partners, governments, and families to ensure no girl child is denied education due to poverty, early marriage, distance to school, gender-based insecurity, or menstrual barriers;

- School retention programmes: Conditional support packages (nutritional support, school supplies, uniforms, sanitary products) that remove the material barriers to girls staying in school;
- Safe schools: School safety audits, gender-responsive infrastructure (separate toilets for girls), safe transport, and community accountability systems;
- Quality education: Not merely access to school, but investment in quality teaching, relevant curricula, and safe, stimulating learning environments;
- STEM for girls: Targeted encouragement and support for girls to pursue science, technology, engineering, and mathematics;
- Life skills education: Age-appropriate programming covering health, rights, financial literacy, and civic participation for girls aged 8-18;
- Child marriage prevention: Community awareness, legal literacy, and economic empowerment of families as tools to prevent and address early marriage;
- Child protection: Robust child safeguarding policies across all Transnova programmes, with mandatory training for all staff and partners.

6.4 Youth Empowerment/ Cross-Regional Commitments

With Africa's youth bulge; over 60% of the continent's population under 25, and Canada facing its own youth challenges of precarity, mental health, and economic access, Transnova places youth at the forefront of its social investment strategy:

- Youth economic inclusion: Employment, entrepreneurship, and skills development programmes tailored to the specific labour market context of each region;
- Digital skills and innovation: Equipping youth with 21st-century skills including digital literacy, coding, data analysis, and entrepreneurship in the digital economy;
- Youth mental health: Culturally appropriate mental health support for youth in all regions, including newcomer youth in Canada and conflict-affected youth in Central and East Africa;
- Youth civic participation: Supporting young people to engage actively in governance, community decision-making, and advocacy;
- Youth as programme leaders: Transnova commits that at least 30% of all programme leadership roles are held by people under 35, and that youth voices are meaningfully integrated into programme design, monitoring, and review;
- Inter-generational dialogue: Creating structured spaces where youth and elders can exchange knowledge, values, and perspectives.

SECTION 7: MONITORING, EVALUATION & REPORTING

7. MONITORING, EVALUATION, ACCOUNTABILITY & REPORTING (MEAR)

7.1 ESG Performance Management Framework

Transnova is committed to rigorous, transparent, and participatory monitoring and evaluation of all ESG commitments. The organization adopts a robust MEAR framework that integrates quantitative metrics with qualitative community feedback, ensuring that ESG performance measurement is both technically credible and genuinely reflective of community experience.

7.2 Key Performance Indicators

Environmental KPIs

Indicator	2025 Baseline	2027 Target	2030 Target
Scope 1 & 2 GHG emissions (tCO ₂ e)	TBD upon audit	-30%	-70%
Renewable energy share of operations	20%	70%	100%
Water consumption reduction	Baseline year	-15%	-30%
Trees planted / hectares restored	—	50,000 trees / 2,000 ha	200,000 trees / 8,000 ha
Waste to landfill from Transnova facilities	100%	50%	0%
Suppliers with environmental certification	10%	50%	80%

Social KPIs

Indicator	2025 Target	2027 Target	2030 Target
Newcomers directly supported (Canada)	1,000/yr	3,000/yr	5,000/yr
Women enrolled in empowerment programmes (Africa)	5,000/yr	15,000/yr	30,000/yr
Girls supported in school retention programmes	2,000/yr	8,000/yr	20,000/yr

Youth in skills / employment programmes	3,000/yr	10,000/yr	25,000/yr
Communities with active GBV support services	20	50	100
Community health interventions (people reached)	10,000/yr	30,000/yr	80,000/yr
Hectares of community land under conservation	500	2,000	10,000

Governance KPIs

Indicator	2025 Target	2027 Target	2030 Target
Women on Transnova Board	30%	40%	50%
ESG training completion rate (staff)	80%	95%	100%
Grievances resolved within 60 days	70%	85%	95%
ESG report published on schedule	Yes	Yes	Yes (independently assured)
Supplier ESG assessments completed	50% Tier 1	100% Tier 1	100% Tier 1+2
Anti-corruption incidents substantiated	0	0	0

7.3 Community Feedback Mechanisms

- Community satisfaction surveys conducted bi-annually in all regions of programme operation;
- Community listening sessions: Quarterly in-person or virtual sessions where community members can speak directly with Transnova programme staff about their experiences;
- Anonymous digital feedback channels: Accessible via SMS, WhatsApp, or web form in local languages;
- Community advisory panels: Formal advisory groups in each major programme location, with representation from women, youth, elders, religious leaders, and persons with disabilities.

7.4 Annual ESG Reporting

Transnova publishes an Annual ESG Report each March covering the preceding calendar year. The report is prepared in accordance with the GRI Universal Standards and includes:

- CEO's ESG message and Board Chair's governance statement;
- Performance against all KPIs listed in this framework;
- Case studies from each operating region;
- Honest disclosure of shortfalls, challenges, and corrective actions;
- Forward-looking commitments for the coming year;
- Independent third-party assurance statement;
- Community voices: Qualitative testimonials and feedback from programme beneficiaries.

7.5 ESG Data Governance

- ESG data collection systems established and maintained by the Chief ESG Officer;
- Regional ESG data officers responsible for data quality in each geography;
- Data protection and privacy protocols governing community data, compliant with PIPEDA (Canada) and applicable African data protection laws;
- Gender-disaggregated data mandatory across all programme indicators.

SECTION 8: IMPLEMENTATION, RESOURCES & CLOSING

8. IMPLEMENTATION PLAN & RESOURCES

8.1 Implementation Roadmap

Phase	Period	Key Milestones
Phase 1: Foundation	Jan–Jun 2025	ESG Framework launch; baseline data collection; ESG team recruitment; stakeholder engagement plan activation; partner mapping complete
Phase 2: Programme Launch	Jul–Dec 2025	Canada newcomer programmes operational; pilot programmes in all four African regions launched; first quarterly ESG data report
Phase 3: Scale	2026	Scale successful pilots; deepen government and REC partnerships; first Annual ESG Report published; ESG KPI tracking system operational
Phase 4: Consolidate	2027	Mid-term review; GHG audit and verified reduction; women's empowerment programmes at target scale; independent ESG assurance engaged
Phase 5: Lead	2028–2030	Net-zero operations achieved; all 2030 KPI targets on track; ESG leadership positioning; Transnova ESG legacy planning for post-2030

8.2 Resource Commitments

- Minimum 2% of annual operating revenue dedicated to community social investment annually;
- Dedicated ESG team: Chief ESG Officer, 4 Regional ESG Managers (Canada, West Africa, East Africa, Southern/Central Africa), ESG Programme Officers in each country of operation;
- Annual ESG budget reviewed and approved by the Board each October for the following year;
- Capital investment decisions subject to ESG screening: Any investment above CAD \$50,000 requires ESG impact assessment prior to approval.

8.3 Staff Capacity Building

- Mandatory ESG induction for all new Transnova staff: Minimum 8 hours covering this framework, ESG principles, and region-specific context;

- Annual ESG refresher training for all staff - 4 hours minimum;
- Specialized ESG training for senior management and board members - 16 hours per year;
- Community partner capacity building: Transnova provides ESG training to key implementing partners to build sector-wide capacity.

8.4 Policy Compliance & Enforcement

- Non-compliance with this ESG Policy by Transnova employees may result in disciplinary action up to and including termination;
- Non-compliance by partners may result in suspension or termination of partnership agreements;
- Grievances relating to ESG policy violations can be submitted to the ESG Office or via the whistleblower mechanism;
- All ESG compliance matters are reported to the Board ESG Committee on a quarterly basis.

8.5 Closing Declaration

Transnova ESG Pledge

We, the leadership of Transnova, declare our unwavering commitment to the principles and standards set forth in this ESG Framework. We acknowledge that the communities we serve; whether newcomers building new lives in Canada, women defying barriers in West Africa, children aspiring to education in Central Africa, or youth innovating for a better future across the continent - deserve nothing less than our full commitment. We will be held accountable. We will measure our progress. We will tell the truth about our shortfalls. And we will never stop working toward the world this framework envisions.

This ESG Policy Framework is approved and adopted by the Transnova Board of Directors and takes effect on January 1, 2025. It supersedes all prior ESG policies, social responsibility statements, and environmental commitments of Transnova.

Signature	Name & Role	Date
	Board Chair, Transnova	January 1, 2025
	Chief Executive Officer, Transnova	January 1, 2025
	Chief ESG Officer, Transnova	January 1, 2025

For questions about this framework, please contact the ESG Office at esg@transnovagroup.com