

ENVIRONMENT, SOCIAL, AND GOVERNANCE (ESG) POLICY

1. PURPOSE

The success of RA ("RA" or "Company") comes from operating responsibly and sustainably. We think not only about the financial, but also about the environmental and social impact of the decisions we make. Increasingly, this is both a source of competitive advantage as well as an expectation by our stakeholders.

RA firmly supports the Sustainable Development Goals ("SDGs") and is a signatory to the UN Global Compact. This ESG Policy (the "Policy") establishes the guiding principles for how we can advance the SDGs and incorporate the Ten Principles of the UN Global Compact while pursuing business growth. It compels the organization to implement and monitor superior policies, procedures, and practices in the areas of environment, social and governance. We firmly believe that incorporating ESG factors into our business management and decision-making processes helps mitigate risk.

The Policy is designed to support and deliver RA's long-term vision to be 'the most reliable partner for projects with global impact' and ensure that ESG performance is aligned with the Company's values and purpose 'to deliver immediate results and lasting change'. It is part of a suite of sustainability management tools including RA's publicly communicated sustainability strategy and targets, measurement of performance, and reporting including our annual Sustainability Report, and our disclosures to CDP and EcoVadis.

RA delisted from London's AIM market in 2025. This means we are no longer formally required to report under the TCFD framework. We have chosen to maintain the substance of that framework voluntarily, because the climate risks we have identified are operational, not merely regulatory, considerations.

2. MATERIAL TOPICS – ENVIRONMENT

RA's Environmental Policy guides our business activities and service offerings to be designed and conducted with environmental protection in mind. The aspects of the environment RA can influence are identified as follows:

Climate change and emissions: Low carbon solutions and technologies are to be considered in all RA business activities, proactively reducing emissions at our own facilities and enabling clients to do the same through our service offering (SDG 13.2). We have set science-based targets (SBTi-aligned) to reduce our Company-Wide Scope 1 and 2 emissions, targeting a 42% reduction by 2033 and a 90% reduction by 2050, against a 2023 baseline. We report all material Scope 3 emissions relevant to our business and will continue to identify and implement opportunities to reduce material emissions as part of our pathway to Net Zero. Remaining residual emissions will be neutralised through appropriate carbon removal measures once all reasonable emissions reduction opportunities have been exhausted. Full details are set out in our Carbon Reduction Plan (PPN 006).

Natural Resources: We seek to reduce and recycle our waste, we measure, manage, and strive to reduce our use of energy, water, and materials, and offer services that enable our customers to do the same. This includes safeguarding biodiversity in the often ecologically significant locations in which we operate, guided by our dedicated Biodiversity Policy. We also work to manage air quality impacts from our operations, including emissions from generators and vehicle fleets in the remote environments

where we operate (SDGs 6.4, 7.2, 7.3, 12.2 and 12.5).

3. MATERIAL TOPICS – SOCIAL

RA's Employee Code of Conduct, Supplier Code of Conduct, HR Policies and general business practices are designed and conducted to maximize social impact. The aspects of social impact that RA can influence the most are identified as follows:

Occupational Health and Safety: We identify the risks that could impact the health and wellbeing of our workforce and take a proactive approach to addressing them. The measures we take reduce illness and injury and lead to a better, happier work environment (SDG 8.8).

Equal opportunity: Providing equal opportunities and having a diverse workforce is embedded deeply in our DNA and is one of the main contributors to RA's success. We are committed to equality of opportunity and to enabling all of our employees to achieve their full potential, irrespective of gender, disability, age, race, colour, nationality, sexual orientation, religion, or personal beliefs, and have a special focus on the inclusion of women across all levels of our workforce. We have set a target of 20% female representation across our workforce and 50% at leadership level by 2027 (SDG 10.2).

Employment practices: We provide decent work and fair pay in a safe and secure environment, and we uphold international best practice with regards to employment wherever we operate. This includes structured mechanisms for employee dialogue, including our Employee Representative Body, comprising elected staff representatives who meet quarterly and engage with our Executive Management Team twice a year, supported by an anonymous submission channel available to all employees (SDG 8.5).

Training and skills development: Offering training and opportunities for career progression is good for our people, and good for our business: it increases motivation and retention and strengthens teamwork. We help our people to develop skills for life, building capabilities that are transferable, and which will continue to benefit the individual and their community long after a project is complete (SDG 4.4).

Economic impacts: Our activities have a direct and indirect impact on local economies through employment and support of local enterprise (SDG 8.3). We have set targets of 70% local staff employment and 65% local procurement by 2027.

Community support: We support the communities where we operate through charitable activities and by responding to urgent needs and events under the principle of doing "What we can. Where we are." (All SDGs).

4. MATERIAL TOPICS – GOVERNANCE

RA's Supplier Code of Conduct, Third Party Diligence Policy and general business practices are designed and conducted to ensure that we comply with relevant laws and regulations, uphold human rights in our sphere of influence, and communicate our strong stance against bribery & corruption, modern slavery, forced labour, and child labour. The aspects of governance that RA can influence the most are identified as follows:

Anti-Bribery and Corruption (“ABC”): Our Anti-Bribery and Corruption Policy sets out our zero-tolerance approach to all forms of bribery and corruption (SDG 16.5). RA does not make donations to political parties in any country where it operates.

Human Rights: We uphold and advocate for human rights in our sphere of influence. We maintain an independent, confidential Speak-up channel (our Ethics Line), externally hosted and monitored by a third-party audit function, allowing employees and stakeholders to raise concerns in their own language, in writing or by voice message (All SDGs).

Client impact: We recognise that our biggest impacts are through our clients, and therefore we carry out detailed due diligence on potential clients and consider what we bid for carefully. We have a standard process to assess the values of prospective clients by including key sustainability indicators relating to social, environmental, and governance alignment and country-related risks within our project selection process. We maintain a list of industries and organisations that we will not engage with, in alignment with the principles of the UN Global Compact. This includes tobacco, ammunition and armament sectors, and organisations or governments subject to applicable sanctions or with documented evidence of serious human rights, ethical or compliance concerns. We assess ESG risks as part of our procurement and contracting processes, with more detailed assessment applied where appropriate based on the nature, value and risk profile of the engagement.

Supplier impact: We carry out detailed due diligence on our suppliers to prevent negative impacts and ensure that our suppliers share our zero-tolerance stance towards child labour, modern slavery, and human trafficking. See our Third-Party Diligence Policy for further details. Sustainability criteria are incorporated into our procurement decisions, including consideration of supplier practices, audits, and the use of certified sustainable materials where available. Our approach to certified and sustainable sourcing, including the practical constraints we face in remote and underserved locations, is set out in our Sustainable Procurement Policy.

5. ROLES AND RESPONSIBILITIES

The COO leads the Company's ESG strategy, with the Board being overall responsible and accountable for sustainability. In 2022, the Board established an ESG Committee which meets twice a year, providing structured Board oversight of RA's ESG agenda. An ESG update is also presented to the Board at each Board meeting.

RA is committed to effectively measure, monitor, and publicly report on all data pertaining to our ESG performance including our scope 1, 2 and 3 carbon emissions, climate risk and to engage our stakeholders regularly in supporting our continuous improvement. The Company has a dedicated Head of Sustainability who is responsible for setting and implementing ESG strategy, collecting data from field staff, reporting on progress to the COO, ESG Committee and all internal and external stakeholders, and preparing the Company's annual Sustainability Report and other disclosure requirements.

Our material issues were last formally assessed in 2021, with the majority of current targets set through to 2027. We intend to undertake a comprehensive review, including a double materiality assessment, in 2027. This Policy is reviewed independently on a biennial cycle to ensure it remains current; any material outputs from the 2027 strategy review will also be reflected at the Policy's next scheduled update.



Targets and forward-looking initiatives set out in this Policy represent RA's stated intentions and are pursued subject to available resources, operating conditions and client requirements.

A handwritten signature in black ink, appearing to read 'Soraya Narfeldt', enclosed within a hand-drawn oval.

Soraya Narfeldt
CEO

Policy Implementation/ Review Date	Next Policy Review Date
September-2026	August-2028