

Sustainability Report 2025





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Introduction



We are a company that is built on the belief that you can operate to the highest standards in the hardest places.

Lars Narfeldt
Chief Operating Officer

2025 was a year that tested our resolve. The humanitarian sector, which has long been the bedrock of our business model, contracted sharply as major institutional donors restructured or reduced their commitments. Funding frameworks that underpinned large multiyear programmes were redrawn, and the knock-on effect on contracting timelines and programme scope across our industry was significant. For RA, this meant concluding long-standing projects in Somalia and South Sudan while simultaneously standing up new contracts in the Abyei Administrative Area¹, Zimbabwe, Ghana and Suriname. It required the kind of rapid pivoting that, frankly, few organisations outside of this sector could manage.

The geopolitical backdrop made none of this easier. Operating across 18 countries in some of the world's most volatile regions means we are rarely insulated from the wider world. Conflict, political transitions and shifting alliances directly affect the environments in which we work, the safety of our staff and the continuity of our supply chains. In 2025, the consequences of geopolitical instability were felt acutely across our operations, from access constraints to funding uncertainties linked to realignments among our institutional clients. This is the reality of our business, and it is precisely the context in which our sustainability commitments are tested most rigorously.

That context matters when reading this report. Maintaining strong ESG standards is straightforward when conditions are stable. Doing so while managing rapid workforce expansion, new country entries and a contracting humanitarian market is a different challenge entirely. I am therefore genuinely proud that we met or made positive progress against 16 of our 20 sustainability targets. This is not a figure achieved in a controlled environment. It reflects the commitment of our teams on the ground and the depth to which sustainability is embedded in how we operate.

From a governance perspective, the year brought structural change. RA's delisting from London's AIM market means we are no longer subject to TCFD reporting requirements. We have nonetheless chosen to maintain the substance of that framework, because the climate risks we have identified are real and operational, not regulatory. The physical risks from extreme heat, flooding and water scarcity are not abstractions for us. They are operational planning considerations at every site we run. Our ESG commitments exist because they make us a better and more resilient business, not because a listing rule requires them.

We are a company that was built on the belief that you can operate to the highest standards in the hardest places. Twenty-one years in, that conviction has not changed. What has changed is the scale and complexity of the environments we navigate. Our strategic repositioning under Vision 2026 reflects that honestly. We are sharpening our focus on the areas where we have the deepest expertise, Humanitarian Rapid Response and integrated facilities management in fragile and conflict-affected settings, while expanding deliberately into government and commercial sectors where demand for that capability is growing. Through all of it, our sustainability strategy remains a foundation, not an afterthought.

Lars Narfeldt | Chief Operating Officer
2 June 2026

¹ Abyei is a Special Administrative Area on the border between Sudan and South Sudan, claimed by both countries and under interim UN administration pending a long-delayed referendum on its final status. RA provides facilities management services to UNISFA, the UN peacekeeping force deployed there.

20+ years working sustainably

2004

RA founded in Afghanistan with a philosophy of making a meaningful contribution to local communities.



2008

Became a signatory to the Ten Principles of the UN Global Compact, closely reflecting RA's philosophy, standards, and values.



United Nations
Global Compact

2009

First IFM contract awarded with the United Nations Support Office in Somalia, with a strong focus on skills transfer and local employment.



2016

Sponsored RA employee Elisabeth Mandaba to represent the Central African Republic at the Rio Olympics in the 800m.



2017

Awarded a Certificate of Appreciation by the Somali Ministry of Labour and Social Affairs for the way we maintain the labour rights of our employees.

Took on 250 young people from the UN's former Youth at Risk programme, providing valuable work experience and paid work.

2018

Became a full member of the UN Global Compact and published our first dedicated sustainability report.



Community engagement projects carried out in all locations doing "what we can, where we are".

2019

Set targets focused on UN SDG 4 (Quality Education), 7 (Affordable and Clean Energy), and 8 (Decent Work and Economic Growth).

Aligned to the UN Sustainable Development Goals and began calculating our carbon footprint.



2020

Set our first science-based carbon reduction targets in Mogadishu.

Commenced on a large solar installation in Somalia to reduce our diesel consumption and carbon emissions.



2021

Conducted a materiality assessment identifying 15 focus areas.

Established an ESG Committee to provide Board oversight.

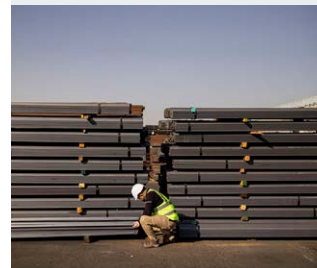
Achieved 15% female employees.



2022

Set new environmental and social KPIs and targets for 2027.

Added a suite of Scope 3 categories and 90% of our locations to RA's carbon emissions calculations, resetting 2022 as the baseline year.



2023

Initiated our Task Force on Climate-related Financial Disclosures (TCFD) reporting.

Switched to GHG protocol-aligned software to investigate full Scope 3 carbon data to better understand indirect emissions.

Reduced Scope 1 emissions in Mogadishu by 30.5% from the 2020 baseline, three years ahead of the 2025 science-based target.

2024

Published our CDP disclosures for both climate and water.

Engaged with EcoVadis to independently evaluate and rate our sustainability performance.



2025 highlights

Responsibility and accountability

16/20

80% targets met or making positive progress²

65/100

EcoVadis³ score to Bronze level



KEY ESG

Switched to **KEY ESG** to capture all ESG data under a single platform

Making a positive impact

51

nationalities across **18** countries

+31%

increase in workforce to **1,774**
(2024: 1,350 staff)

69%

local staff employed
(2027 target: 70%)

1%

local workforce promoted
(Annual target: 5%)

41%

females in management
(2027 target: 50%)

18%

female staff participation
(2027 target: 20%)

15

members voted onto the Employee Representative Body



Managing our resources

-27%

carbon reduction since 2020 in Mogadishu, ahead of the 2025 SBTi target

-25%

Company-wide carbon emissions

+5%

water intensity (Annual target: -2%)

CDP

disclosures in both climate and water

Biodolomer[®]

official distributor in the GCC region to reduce plastic waste

² In addition to the 20 targets from a 2022 baseline, RA tracks a range of KPIs as set out in the data section of this report on page 36.

³ EcoVadis provides independent scoring and evaluation of a company's sustainability performance on a scale from 0 to 100. For more information see page 27.

2025 sustainability review



As I reflect on our sustainability efforts in 2025, we made meaningful progress across both our social and environmental initiatives despite the broader challenges facing our business.

Katarzyna Evans
Head of Sustainability

A key milestone was the transition to the KEY ESG, a centralised data sustainability data platform that captures all ESG metrics, not just carbon, in one system. As this is fully rolled out, we hope to improve cross-department collaboration and enhanced accountability for the accuracy and completeness of our reporting.

We saw a 31% increase in our total workforce, primarily driven by mobilisation of a new project in Abyei for UNISFA. As a result, local staff now represent 69% of our total workforce compared to 60% in 2024, just shy of our 70% target, reflecting our commitment to local community engagement.

While these results demonstrate strong progress toward our localisation targets, differing labour frameworks across locations can make it challenging to apply employment practices consistently, and local labour dynamics may at times affect workforce stability. It is also important to recognise that workforce composition for RA can be significantly influenced by the mobilisation of a single large contract. As a result, while the results this year are strong, they also illustrate how local staff numbers can fluctuate depending on contract activity.

A key development in strengthening structured dialogue with our workforce was achieved through the establishment of a Company-wide Employee Representative Body. We believe this, together with our efforts to enhance employee satisfaction, resulted in a significant improvement in our employee Net Promoter Score (NPS), reflecting a positive evolution of our corporate culture.

Training and development remain a cornerstone of our people strategy, encompassing both job-specific training and personal growth opportunities. A pilot financial literacy training with SOKO Kenya was very well received and is now being considered for expansion, and a dedicated training facility in

Abyei is upskilling local staff, contributing to their professional growth and enhancing our operational capabilities.

Community engagement has been strengthened through initiatives such as our collaboration with The Washing Machine Project, where we partner with NGOs to pilot solutions that address local needs. This project, along with an earlier clean cooking stove project, aims to improve the domestic health and safety of our staff and their families while freeing up time previously spent on labour-intensive household chores. While these initiatives are small in scale, they can have a meaningful impact on everyday life.

From an environmental perspective, the inclusion of a new operational location contributed to increases in certain absolute metrics. Water consumption is a notable example. While we achieved meaningful reductions in water intensity across several existing sites – primarily driven by operational efficiencies and sustained behavioural changes – the addition of the more water-intensive Diego Garcia operation led to an overall increase in total water consumption. This reflects the impact of expanded reporting coverage and reinforces the importance of assessing performance on a like-for-like basis.

Encouragingly, we recorded reductions across Scope 1, 2 and 3 emissions. The decrease in Scope 3 emissions was particularly interesting, demonstrating the extent to which our Scope 3 emissions profile is influenced by the life cycle of our contracts. We also met our SBTi five-year target for our Mogadishu operations, marking an important milestone in our decarbonisation journey. To support further carbon reduction further, we are piloting cutting-edge sustainability technology with Best.Energy, exploring its application in our own operations and those of our clients.

Addressing the challenges of waste management, particularly plastic and single-use items, remains a critical focus. While there are limited options in most locations for managing waste once it enters our operations, we persist in our efforts through innovative strategies. A noteworthy advancement is our partnership with Gaia Biomaterials, making us the official distributor of Biodolomer® in the Gulf Cooperation Council (GCC). This relationship directly tackles the ongoing issue of plastic waste in our region and aligns closely with our sustainability goals.

We are pleased to report a strong improvement in our EcoVadis rating this year, increasing to 65 and achieving bronze level status (up from 54/100 in 2024). This reflects the growing maturity of our sustainability management systems and the deeper integration of ESG principles. Since our first assessment, we have used EcoVadis as a practical tool for continuous improvement, driving targeted enhancements in governance, data systems, policies, and supplier standards. This progress places us above the global average and within the top third of companies assessed worldwide.

Looking ahead, we remain dedicated to our sustainability agenda and advancing our social and environmental efforts. Sustainability concerns remain a key focus area for many of our clients and are incorporated as part of our bids, and in this, we take a leading position amongst our peers. For 2026, we remain mindful of our budget and are prioritising our focus areas while collaborating with third parties, focusing on practical initiatives that can deliver significant outcomes.

Katarzyna Evans, Head of Sustainability
2 June 2026

Sustainability strategy

RA's success comes from always doing the right thing and having a lasting positive impact on people, economies, and the environment.

The success of our projects depends on our ability to build trust quickly with local communities and customers alike, so that we can work together towards a common goal where everyone benefits. We do this by treating everyone fairly and with respect, by offering life skills, and with the intention to leave locations in better shape than when we entered.

Our sustainability strategy is shaped by what our stakeholders consider material and is aligned with the UN Sustainable Development Goals (SDGs), the global framework we use to inform our approach and ensure that our strategy supports broader sustainable development priorities. It is also aligned with our strategic goals:

- A commitment to **financial stability** through sustainable growth
- Driving **profitability** by leveraging our resources efficiently
- **Doing business the right way** through sustainable solutions and investing in our workforce

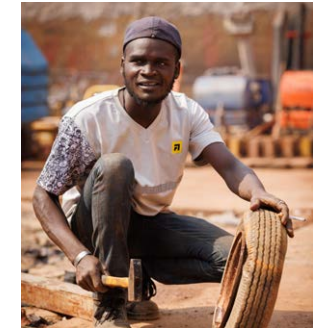
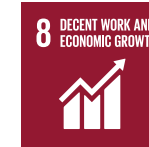
Our material issues were last assessed in 2021, with the majority of targets set for 2027. We recognise the importance of conducting regular materiality assessments to ensure our activities align with our stakeholders' key concerns. Following our delisting from London's AIM stock exchange in early 2025 and consultation with the ESG Committee, we concluded that our current focus areas remain relevant and well-aligned with our strategic ambitions. Rather than undertaking a further assessment for its own sake, we believe it is more important to maintain momentum against our existing strategy and ensure that our KPIs and targets are delivered through to 2027.

Making a positive impact on people and economies

We are acutely aware of the impact our operations can have on employment, skills transfer, and the creation of opportunities in local communities and economies. By employing and upskilling local people, we leave a lasting impact on the regions in which we operate.

Material issues

- Employment practices
- Equal opportunities
- Local economic impact
- Community support
- Training and development
- Occupational health and safety

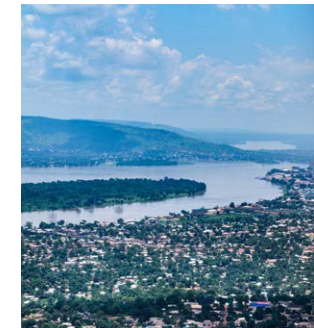


Managing our resources efficiently

There is no escaping the serious supply and logistical challenges of operating in remote, underdeveloped parts of the world. By focusing on whole-life project costs and introducing innovation, we want to demonstrate that companies in our industry can be competitive, profitable, and environmentally responsible.

Material issues

- Carbon emissions
- Energy use
- Waste management
- Materials and procurement
- Water and effluents
- Biodiversity

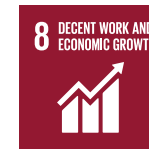


A culture of responsibility and accountability

We comply with relevant laws and regulations, treat people with respect, and behave with integrity and sensitivity towards local customs. We firmly believe that all our employees have the right to decent work in a safe and secure environment. Sustainability is embedded in our risk management systems and is a standing item on the Board agenda, reinforcing our commitment at the highest level.

Material issues

- Supplier impact
- Client impact
- Human rights
- Anti-bribery and corruption



Making a positive impact on people and economies

Leaving a lasting legacy in the communities where we operate and making a direct impact on local economies is the cornerstone of our social ambitions.

Our greatest contribution comes from employing local people and offering equal opportunities. RA staff have access to working in a professional environment, personal development, education, and skills training supporting both immediate livelihoods and longer-term career progression. We also aim to build local capability and resilience, ensuring the benefits of our presence extend beyond the life of our contracts.

We take our responsibilities seriously. Our 2024 local staff survey showed that a single employee is nearly always responsible for multiple dependants. In South Sudan and Somalia, where we employ over 550 local staff, one salary supports an average of eleven dependants. This means we indirectly support over 6,000 people in these two countries alone.⁴

1,230
local staff
employed

6,000+
people supported in
South Sudan and Somalia



⁴ The 2024 local staff survey found that, on average, a single salary supports 11 dependants across these territories.

Employment practices

Staff engagement Likert score	%
2023	76%
2024	78%
2025	79%
2027 target	80%

Staff attrition ⁵	%
2023	8%
2024	10%
2025	7%
Annual target	8%

Absentee days of total workdays for staff	%
2023	1.3%
2024	1.4%
2025	0.9%
2027 target	1.3%

Our people are our single most valuable asset, ranging from internationally mobile professionals on fixed-term contracts to locally hired staff in some of the world’s most remote and underserved regions.

In an industry where the quality of service delivery depends entirely on the individuals on the ground, investing our staff matters deeply.

For staff working on location, often far from home, we believe the standard of care we provide should reflect the demands we place on them. Beyond competitive pay, this means some of the most generous rotational leave in our industry, comprehensive medical cover and life insurance, onsite preventative and reactive healthcare, climate-controlled accommodation, full catering, and leisure, entertainment and communication facilities.

In locations where access to external services is limited or non-existent, we are nearly always the sole provider of these essentials for our staff, and we take that responsibility seriously.

To bring together the systems and processes that track individual performance, training records, appraisals and personal development planning, we are introducing a new integrated performance management and HR platform. Implementing an HR system of this kind across multiple operational countries, spanning a myriad of legal jurisdictions, contractual structures, employment frameworks, languages and cultural contexts, is genuinely complex. Getting it right takes time, and is an active priority for us, since a robust HR system means better visibility of individual development needs, more consistent appraisal processes, and clearer career pathways for our staff, wherever they are based.

To address the key concerns that emerged from the local staff survey conducted the previous year, we have established an Employee Representative Body (ERB) to improve dialogue and understanding, and to address staff concerns more promptly. The reintroduction of regular Town Hall meetings has also significantly improved management’s interaction with staff. The 2025 staff survey reflects these efforts and indicates a healthy corporate culture, scoring a Net Promoter Score of 39/100 (strong/very good) and an improvement on the previous year (2024: NPS 29/100).



Giving our employees a voice

In 2025, RA undertook a significant initiative to establish an Employee Representation Body (ERB), giving our employees a voice within the Company.

This body, open to everyone, comprises 15 dedicated members elected by our entire workforce. Ensuring diverse representation, the ERB includes individuals from various roles and locations, reflecting the rich tapestry of local and international staff within our organisation.

Each member is committed to a formal ERB charter, a written agreement that upholds the values of respect, confidentiality, and adherence to the body’s established rules and purpose. The ERB convenes quarterly, creating a platform for employees to share feedback and ideas, which they discuss in detail to prioritise concerns and prepare topics for escalation.

To guarantee that leadership remains engaged and aligned with employee interests and concerns, formal meetings are held twice a year between the ERB and the Executive Management Team (EMT).

Importantly, the initiative allows for all employees’ voices to be heard, not just those serving on the ERB. To facilitate this, an anonymous submission process was introduced via an online form, allowing individuals to share their ideas, concerns, or topics they would like the ERB to address. To make submitting feedback even easier and more accessible, QR codes are displayed across all Company locations, ensuring that everyone can participate in this dialogue.

The outcomes of the discussions had with the EMT are shared transparently through Company-wide town hall meetings. This encourages an open forum where employees feel informed and included.

Establishing and running the ERB has been a significant achievement for us, especially considering the incredible diversity of nationalities and cultures that enrich our organisation. We believe that by fostering an environment where every employee’s voice can be heard, we are paving the way for a more engaged and collaborative workplace.

⁵ International staff only.

Equal opportunities

Female employees within the RA workforce	%
2023	17%
2024	17%
2025	18%
2027 target	20%

Female employees at the leadership level ⁶	%
2023	24%
2024	39%
2025	41%
2027 target	50%

Female joiners as a percentage of all joiners ⁷	%
2024 (baseline)	12%
2025	10%

We are committed to supporting our employees in achieving their full potential, irrespective of gender, disability, age, race, colour, nationality, sexual orientation, religion, or personal beliefs.

Increasing female representation remains a priority, and we have made considerable progress since 2021, when women made up 13% of our workforce. We are particularly proud of our success in Suriname where we employed 52% females, up from 46% the previous year. Our hiring practices in South Sudan and the rollout of the Abyei contract further increased female representation, offsetting the closure of our Kenya regional office, which historically had a high percentage of female staff.

⁶ Board, Executive Management Team, Heads of Department, mid-level management, and supervisory roles in Dubai and Kenya.

⁷ International staff only.

⁸ In 2025, RA operated in 18 countries. Countries where there are fewer than 10 employees and have a high proportion of female representation include Kenya (90%) and UK (50%).

⁹ Abyei is a Special Administrative Area on the border between Sudan and South Sudan, claimed by both countries and under interim UN administration pending a long-delayed referendum on its final status. RA provides facilities management services to UNISFA, the UN peacekeeping force deployed there.

The resulting total percentage of females employed across our organisation rose to 18%. However, this is not fully representative of the progress we made. Due to a substantial increase in employees during the year, on average, the number of females employed rose from 230 in 2024 to 319 in 2025 – a 39% increase.

To reach our target of 20% female representation by 2027, we continue to remove the barriers that prevent women from applying for roles. At the management level, we are committed to achieving gender parity in locations where gender should not be a limiting factor. Whilst we saw an increase in 2025, this was due to a reduction in male leadership staff, rather than an increase in the number of females.

Nonetheless, we will continue to practise inclusive hiring, such as shortlisting at least two female candidates for each role where possible, to promote greater gender diversity. Additionally, we introduced unconscious bias training for all hiring managers to promote fair and equitable hiring decisions.

Beyond recruitment, we are investing in infrastructure and wellness initiatives to support female employees. In Somalia, we completed construction of a female accommodation block with a dedicated women-only recreational area. Additionally, we offer wellness clinics for women in South Sudan and are rolling out similar initiatives in Somalia and Suriname.

Female staff by territory

The table below illustrates countries where we employ 10+ staff⁸ and the differences between remote deployments, cultural constraints, and where we have a large pool of local female talent.

	2023 %	2024 %	2025 %
Abyei ⁹	—	—	15
Central African Republic	1	0	0
Diego Garcia	—	5	6
Dubai	33	35	36
Ghana	—	—	7
Maldives	—	—	0
Mozambique	48	47	45
Somalia	4	3	3
South Sudan	35	34	39
Suriname	—	46	52
Western Sahara	—	0	0
Zimbabwe	—	—	4



Local economic impact

Average percentage of local staff employed	%
2023	51%
2024	60%
2025	69%
2027 target	70%

Product and services procured locally	%
2023	57%
2024	46%
2025	52%
2027 target	65%

Local labour participation is a cornerstone of our social ambitions. We prioritise hiring locally whenever possible, as it aligns with our commitment to contributing to the regions in which we operate.

However, there are instances when we cannot find candidates with the required experience and qualifications who meet our clients' requirements. In these cases, we bring in skilled labour from other developing countries with often limited, stable employment opportunities.

The 6% year-on-year increase in local labour participation was largely driven by the first full operational year of our projects in Suriname and Western Sahara, as well as new projects in Abyei, Ghana and Zimbabwe.

In Abyei, we achieved an impressive 89% local labour participation in our first year of deployment, hiring nearly 580 staff by the end of the year for the UNISFA project.

In the past year, we have significantly increased the percentage of local labour participation without materially increasing staff numbers in some locations. In Suriname, we improved from 88% to 96%, and in Western Sahara, we increased from 43% to 76%. These achievements exemplify our goal of hiring and upskilling local employees, transferring knowledge and expertise so they can take on more responsibility and, over time, reduce reliance on external labour. This approach allows us to build sustainable, local workforces that can thrive long after the initial projects are completed.

Beyond employment, our commitment to local procurement supports economic growth by creating jobs and generating tax revenue. We aim to source 65% of our products within the country of operation or from neighbouring emerging economies, recognising the positive economic impact this has on developing regions. At the same time, we need to ensure we have access to reliable supplies that meet international quality standards and take into account client preferences that are stipulated in our contracts.

In 2025, local procurement increased to 52% from 46% the previous year, supported by one significant project in a confidential location and new projects in Abyei and Mozambique, which together enabled us to source goods and services from neighbouring countries and local markets. This increase also highlights how many of our ESG metrics are influenced by changes in contract portfolio and project geography year on year, which can create natural fluctuations in performance. This increase is a step in the right direction, and it remains a priority for us.

Providing adult education

A major challenge we face in some areas is literacy levels amongst local staff. South Sudan, for example, has a national literacy rate of 44% across both genders, and just 29% amongst women. Our commitment to providing local people with employment, including opportunities for women, is a key part of our social commitment.

Therefore, we cannot and do not make literacy a barrier to hiring, unless it is an absolute requirement for a role. This means we have to be creative in how we engage with our staff. We overcome this constraint by providing regular training and supervision, verbal communication with local translators, and simple, easy-to-understand signage. We also offer a range of adult education opportunities, which is available free of charge at our staff's convenience.



29%
national literacy rate amongst women in South Sudan

Financial literacy training in partnership with SOKO

The SOKO Community Trust is the charitable arm of SOKO Kenya, a socially conscious and ethical clothing manufacturer that produces high-quality garments for international fashion brands while putting people and the planet first. Their values closely align with our own, with a shared focus on community development and empowerment.

Through the Trust, individuals are offered practical skills training in areas such as sewing, business and financial literacy, health education, and life skills, helping them improve their livelihoods and build greater independence. Core programmes include SOKO Skills which focuses on workplace wellbeing and livelihood resilience training, the Stitching Academy which prepares participants for employment in garment manufacturing, and the Kujawa Initiative which addresses period poverty by producing and distributing reusable sanitary pads and providing vital menstrual health education.

As part of our commitment to adult education, we partnered with SOKO Skills to deliver financial literacy training to our staff in South Sudan. To ensure the programme was relevant and tailored to the local context, four staff members were actively involved in the project's design. This both strengthened the training content and also gave these individuals an opportunity to develop and practice their management skills.

In total, 30 members of staff have been trained so far. Monitoring and evaluation is ongoing, but the programme has already been very well received. Building on this positive response, we hope to roll the training out more widely across the organisation in the coming months.



30
members of
staff have been
trained so far

Community support

We prioritise the welfare of our local staff when carrying out community support projects since our staff and their dependants are integral to these communities and directly benefit from our programmes.

This decision came about following a local staff survey among employees in Somalia, South Sudan, Abyei and Mozambique where we learnt that on average a local employee supports 11 dependants. This approach allows us to better measure and understand our impact, and ensures that our efforts are both meaningful and effective.

11

dependants supported on average by local employees



The Washing Machine Project

In our effort to make a meaningful impact in remote and often unstable regions, we are open to partnering with NGOs whose goals align with ours and where we can support their expansion into the areas where we operate. Many NGOs find these regions difficult to access and often struggle to establish connections with local communities. This is where our expertise adds value, as we specialise in delivering support and operating effectively in such environments. A flagship project for 2025 was our support for The Washing Machine Project (TWMP). Founded by Navyot Sawhney, a former engineer at Dyson, the initiative aims to reduce the time spent on the labour intensive task of washing clothes — something that still affects up to 50% of the global population while also conserving water. Working alongside the Whirlpool Foundation and other corporate partners, his project designs, manufactures, and distributes manual washing machines to people living in remote, low-income, and displaced communities worldwide.

Together, our goal is to improve effective washing solutions whilst freeing up women's time to pursue education, income generating opportunities and care for their families.

Our plan involves introducing five units to Abyei, a Special Administrative Area on the border between Sudan and South Sudan claimed by both countries and currently under interim UN administration. RA provides facilities management services to UNISFA, the UN peacekeeping force deployed there. Abyei's remote location, limited infrastructure and the pressures of a long-running political impasse make it precisely the kind of environment TWMP is looking to reach, and where our presence on the ground can open doors that would otherwise remain closed. Our initial step was to conduct a feasibility study with our team on the ground to deepen our understanding of the local ecosystem and guide our efforts. We are currently shipping the units to Abyei and determining the most effective locations for their placement.

We are excited about the potential impact this initiative may have, and if it proves successful, we envision expanding our joint efforts beyond Abyei to deploy the units in other regions.



Training and development

Percentage of local workforce promoted each year	%
2023	3%
2024	2%
2025	1%
Annual target	5%

We offer secure employment and meaningful career opportunities to the communities in which we operate.

In regions with high unemployment and limited job prospects, skills development and training can be transformative. We support this through mandatory onboarding training for staff and suppliers, on-the-ground training covering technical and office-based skills, and education programmes and internship opportunities to help nurture future talent.

Our commitment to skills transfer extends beyond our own workforce. We always look to share practical knowledge with local stakeholders, guided by their priorities and shaped through working together. Over the years, we have delivered training and onboarding programmes for administrative representatives from local communities and governments in Somalia, South Sudan, Abyei and elsewhere, spanning from administrative and governance processes to operational and technical skills. Engaging with community leaders, local authorities and government representatives strengthens the fabric of the communities we work alongside and reflects the belief in our role to both deliver a service and leave every location in better shape than when we arrived.

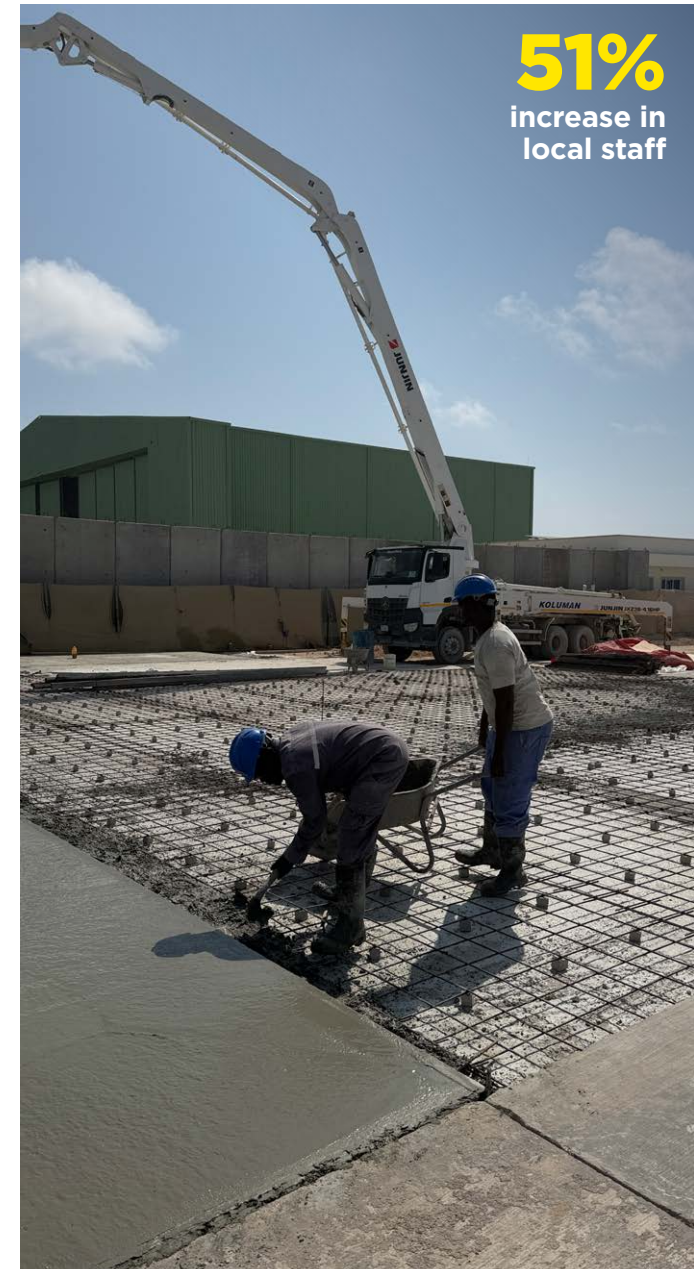
The primary metric we use to measure the effectiveness of our training and development programmes is the promotion rate among locally hired staff. This gives us a tangible indication of whether our investment in people is translating into genuine career progression for the local workforce we engage.

As with any metric, the figures are subject to factors outside our direct control, such as new deployments or project closures, which can affect the availability of higher-grade positions regardless of individual capability or readiness.

This was the case in 2025 when a 51% increase in local staff, including many entry-level roles, led to fewer promotions. This is a trend we expect to reverse as the contracts started in 2025 mature, allowing targeted supervisory training and leadership development programmes for local employees, which will lead to higher promotion rates.

A key aspect of promoting local staff is developing the hard and soft skills required for leadership roles. For example, at our Abyei UNISFA operations, we converted a shipping container into a training room equipped with computers imported from Dubai to teach these skills, and offer free courses across multiple locations, covering topics such as IT, leadership and management, professional soft skills, and administrative skills.

We also actively encourage applications from local staff when a leadership role becomes available. This includes advertising opportunities through various internal channels, showcasing success stories to inspire others and break down perceived barriers, and introducing monthly recruitment and talent workshops to clarify the skills and development pathways for more senior positions. Finally, we plan to provide supervisors with training to assist staff throughout the application process.



Occupational health and safety

Lost time injury frequency rate¹⁰ (LTIFR)

2023	1.50
2024	1.05
2025	0.79
Annual target	0.90

With a 31% increase in staff numbers to 1,774 during the year, we were pleased to have reduced our LTIFR to below the target of 0.90%.

This accomplishment is particularly significant given the diverse high-risk activities undertaken across our operations and the onboarding of new employees in multiple countries. With the influx of new staff, we have taken particular care in enhancing our induction programmes to ensure immediate alignment with our rigorous safety standards.

Weekly Toolbox Talks form an integral part of our staff training and development programme, covering topics aligned with prevailing occupational health and safety standards. These sessions are complemented by our near miss reporting process, which we consider a cornerstone of best practice in our industry. A near miss, or close call, is any unplanned event that did not result in injury or damage but had the potential to do so. By actively encouraging staff to report and analyse near misses, we can identify and address system weaknesses before they lead to harm. Research consistently shows that for every serious injury, there are hundreds of near miss events, making proactive near miss identification and root cause analysis one of the most effective tools available for preventing accidents.

We are pleased to report that in 2025 no serious accidents or dangerous occurrences were recorded across our operations. Where incidents did occur, we conducted structured lessons-learned reviews to raise awareness and reinforce preventive measures across all sites.

In 2025, two such sessions were held, covering electrical safety and manual handling respectively. This process of continuous learning, whether triggered by a near miss or a minor incident, is how we sustain a safety culture that goes beyond compliance and keeps our people protected in some of the most demanding operating environments in the world.

We operate in austere environments where the security landscape is often unpredictable and volatile. These challenging conditions demand resilience, adaptability, and robust risk management strategies to ensure personnel safety, operational continuity, and reliable service delivery to clients.

Our teams are trained to navigate complex environments with professionalism and vigilance, maintaining operational excellence even under heightened security pressures.

To mitigate these risks, RA implements a comprehensive set of measures designed to strengthen preparedness, enhance awareness, and ensure effective response in high-risk environments. In addition to training on security issues and appointing security managers, we also develop project-specific emergency response plans, emergency response drills, and business continuity plans.

➤ For more health and safety data please see page 37.



¹⁰ LTIFR is defined as: (Lost time injuries x 1,000,000)/total hours worked.

Managing our resources

Operating in remote and underserved environments presents environmental challenges that few companies encounter: there is rarely any municipal waste collection, reliable grid electricity, mains water, recycling infrastructure, or simple solutions to the logistics of sustainable procurement. This is the reality we work within, and it shapes how we manage our resources.

Our starting point is always whole-life cycle thinking. We consider the environmental cost of our activities from the moment a project is conceived. This means factoring in energy consumption, water use, waste generation, carbon emissions and procurement decisions at the planning stage, where we have the greatest ability to influence outcomes. We also recognise that in a services business operating under client contracts, our environmental footprint varies with our business mix. We are transparent about this, and we focus our efforts on the areas we can directly control and influence.

Where we cannot eliminate an environmental impact, we work to reduce it. We actively seek out innovation, whether through behavioural change, improved processes or new technology, piloting new approaches before rolling them out across our operations. Through rigorous evaluation before deployment, we ensure that our sustainability investments deliver the outcomes we are aiming for.



Carbon emissions¹¹

We began calculating our carbon footprint in 2019 - well before any requirements.

This year we have displayed Scope 1 emissions in three distinct categories for the first time, although year-on-year comparisons and our progress toward achieving our carbon reduction targets remain unchanged. This granularity allows us to better understand the emissions we can control within our own operations and will help us to target further improvements.

Migrating to KEY ESG, our new ESG data collection platform has also required us to incorporate variations in Scope 3 emissions factors. Again, we do not believe this change has significantly affected our overall emissions calculations.

In 2024, we set Scope 1 and 2 carbon reduction targets, approved by the Board, using 2023 as our baseline year. These targets are aligned with the Paris Agreement's goal of limiting global warming to 1.5 degrees Celsius. Specifically, we aim to achieve a 42% reduction in emissions by 2033 and a 90% reduction by 2050.

We saw an 8% year on year reduction in Scope 1 and 2 emissions in 2025 re-establishing progress towards our Group-wide carbon reduction targets following an increase in 2024. However, it should be noted that the reduction also reflects some site closures that resulted in lower energy consumption and reduced vehicle emissions in these locations. Fugitive emissions is one area where we saw an increase, driven by ageing equipment in certain locations, such as air conditioning units which require regular carbon-intensive regassing.

The relatively fixed energy requirements in our sites can best be seen in our Scope 1 and 2 intensity, which was broadly consistent with the previous year at 74 tCO₂e/USD 1m revenue (2024: 75 tCO₂e/USD 1m revenue).

The 19% year-on-year reduction in our total carbon intensity was driven entirely by reductions in Scope 3 emissions.

SBTi Scope 1 and 2 targets from 2023 baseline aligned with limiting global warming to 1.5°C above pre-industrial levels

42%
carbon emission reduction by 2033

90%
carbon emission reduction by 2050



Company-wide emissions by Scope

	2023 baseline tCO ₂ e ¹²	2024 ¹³ tCO ₂ e	2025 tCO ₂ e	YOY % change
Fugitive emissions	959	1,008	1,050	+4%
Mobile combustion	371	461	430	-7%
Stationary combustion	2,555	2,685	2,314	-14%
Total Scope 1	3,885	4,154	3,794	-9%
Total Scope 2¹⁴ (market-based)	601	729	683	-6%
Total Scope 3	27,407	25,290	18,114	-28%
Total	31,893	30,173	22,591	-25%

25%
year on year in tCO₂e

Company-wide carbon intensity (tCO₂e/USD 1m revenue)¹⁵

	2023	2024	2025	YOY % change
Scope 1 and 2	77	75	74	0%
Scope 3	470	386	298	-23%
Total	547	461	372	-19%

19%
year-on-year carbon intensity

¹¹ RA's carbon emissions include all Scope 1 and 2 data. Scope 3 categories include purchased goods and services, capital goods, fuel and energy-related activities, upstream transportation and distribution, waste, business travel, and employee commuting.

¹² Scope 1 breakdown for 2023 unavailable.

¹³ Emissions from 90% of locations.

¹⁴ Power usage for Abyei and Suriname are currently estimated as we install systems to accurately account for power usage in leased assets.

¹⁵ Intensity calculations for 2025 is based on revenues of USD 60.8m (2024: USD 65.5m).

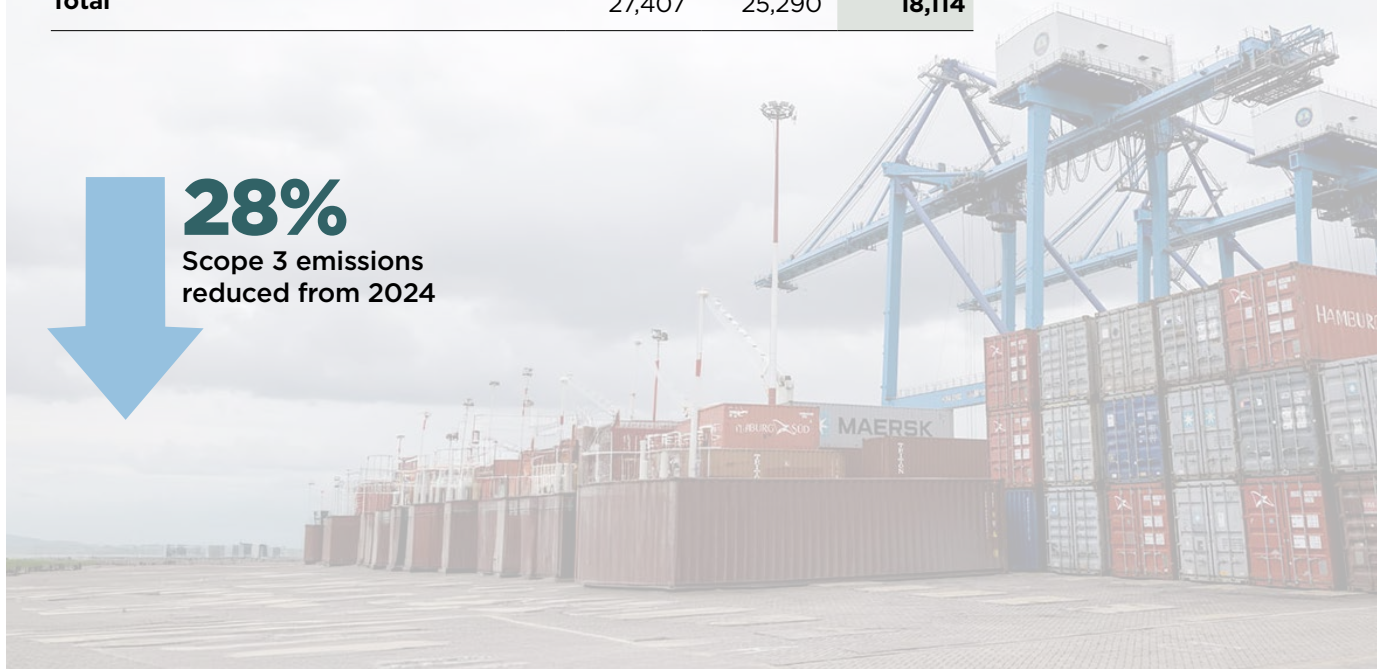
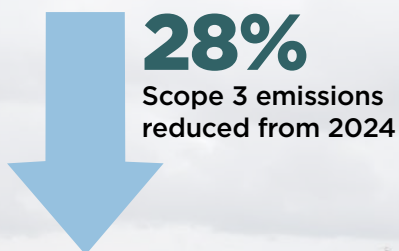
Carbon emissions continued

Our Scope 3 emissions reduced by 28% from 2024, highlighting the extent to which our Scope 3 footprint is shaped by the structure and life cycle of client contracts. For example, the significant reduction in purchased goods and services is due to the closure of two food and beverage procurement contracts, which included high-carbon products such as beef.

A similar trend is evident in upstream transportation and distribution, where emissions declined following a substantial reduction of over 80% in sea freight volumes following the completion of a major supply chain contract. However, this was partially offset by a 46% increase in higher-carbon air freight, which moderated the overall reduction in transport-related emissions. This highlights that emissions performance cannot be assessed solely on total volume changes, as transport mode is a key driver of carbon intensity. In some cases, logistics choices are constrained by location, safety considerations, and client requirements for speed and operational urgency. We will continue to analyse these trends to better understand and manage the emissions impact of our logistics decisions. Across the Company, total carbon emissions reduced by 25% and total carbon intensity reduced by 19%, primarily driven by a reduction in Scope 3 emissions.

Breakdown of Scope 3 emissions by category

	2023 tCO ₂ e	2024 tCO ₂ e	2025 tCO ₂ e	Percentage contribution to Scope 3 emissions
Purchased goods and services	12,287	18,837	13,292	73%
Capital goods ¹⁶	115	—	458	2%
Fuel- and energy-related activities	933	1,009	835	5%
Upstream transportation and distribution	11,456	2,457	842	5%
Waste generated in operations	256	261	223	1%
Business travel	1,663	2,193	1,959	11%
Employee commuting	695	533	505	3%
Upstream leased assets	2	—	—	
Total	27,407	25,290	18,114	



¹⁶ For 2024, capital goods are included within Scope 3 Category 1 “Purchased goods and services”.

Mogadishu science-based target progress

Scope 1 emissions breakdown

	2024 tCO ₂ e	2025 tCO ₂ e	% change
Fugitive emissions	729	783	+7%
Mobile combustion	265	244	-8%
Stationary combustion	2,284	2,225	-3%
Total	3,278	3,252	-1%

Mogadishu Scope 1 absolute emissions

	tCO ₂ e	
2020 (baseline)	4,500	
2021	3,643	
2022	3,128	
2023	2,914	
2024	3,278	
2025 reduction from baseline	3,252	-28%
2025 target from baseline	3,555	-21%
2030 target from baseline	2,610	-42%

As our largest operation and highest-emitting site, Mogadishu is essential to report on our efforts to reduce emissions.

We set a SBTi aligned target of 3,555 tCO₂e by 2025, based on a 2020 baseline, and we have successfully met and surpassed this target.

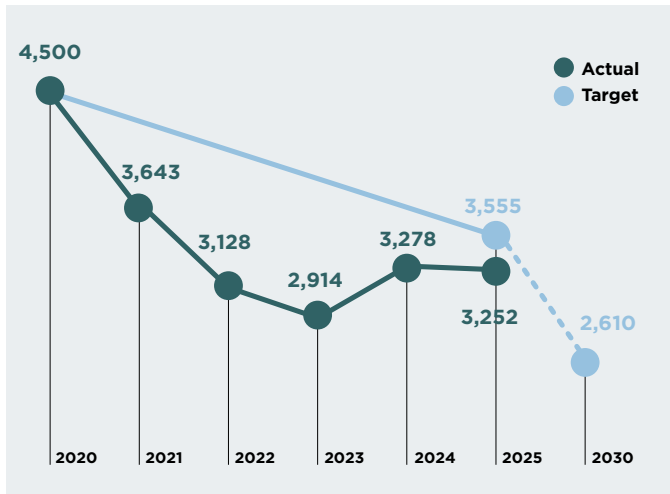
Overall, we reported a 1% reduction in Scope 1 emissions year on year. However, this result was significantly affected by a 7% increase in fugitive emissions, which are linked to refrigerant losses from ageing air-cooling units across the site, which become less efficient over time. These systems must continue to operate even during periods of lower occupancy to prevent mould and environmental damage. While we have upgraded some of the least efficient units, we have paused further replacements due to ongoing regional uncertainty.

Looking ahead, we are aiming for a 42% reduction by 2030. We understand that achieving this goal will be challenging. The most immediate opportunity lies in reducing our reliance on generators since stationary combustion remains the largest contributor to our carbon emissions.

However, solutions that would normally be straightforward are not practical here. Political instability and active security threats are part of the picture but only one element of a broader set of constraints. Supply chain complexity, long equipment lead times, the difficulty of sourcing qualified technical personnel for installation and maintenance, and the constraints of operating within blast-resistant infrastructure all compound the challenge. In addition, while solar presents a strong long-term opportunity, it requires substantial capital expenditure that is difficult to justify or finance in an uncertain operating environment. At the same time, the main grid remains too unreliable to serve as a primary power source.

As a result, diesel generators remain our most dependable option, and making sure they operate as efficiently as possible. We do not use these constraints as an excuse for inaction; they define the boundaries within which we must find credible solutions, and we are committed to doing so.

Throughout 2026, we will begin exploring a financial and operational plan to tackle this challenge, such as exploring more efficient diesel generators with lower emissions, and the potential of integrating hybrid energy systems that combine multiple power sources.



Energy use

Total energy consumed	MWh
2023	5,565
2024	5,646
2025	4,952

Energy consumption intensity	MWh/USD 1m revenue ¹⁷
2023	96
2024	86
2025	81
Target	2% reduction per annum

Energy self-generated from renewable sources	%
2023	3.6%
2024	3.7%
2025	4.3%

We often work in locations with limited or no reliable grid electricity, so that we have to generate our own energy and install renewable options whenever possible.

We have relatively fixed energy requirements relating to our IFM operations. The 12% drop in energy consumption between 2024 and 2025 is the result of the conclusion of contracts in Somalia and South Sudan, as well as the closure of our office in Kenya. This also had a knock on effect on our energy consumption intensity which reduced from 86 to 81 MWh/USD 1m revenue.

Around 80% of our energy is self generated, and this has remained relatively stable over the last few years. Of this, the majority of our self-generated energy relies on diesel generators, since they are the most reliable source of uninterrupted power supply. Over the years we have sought to increase the percentage of self-generated energy from renewable sources. In 2025 this reached 4.3%.

¹⁷ Intensity calculations for 2025 is based on revenues of USD 60.8m (2024: USD 65.5m).

Smart energy insights

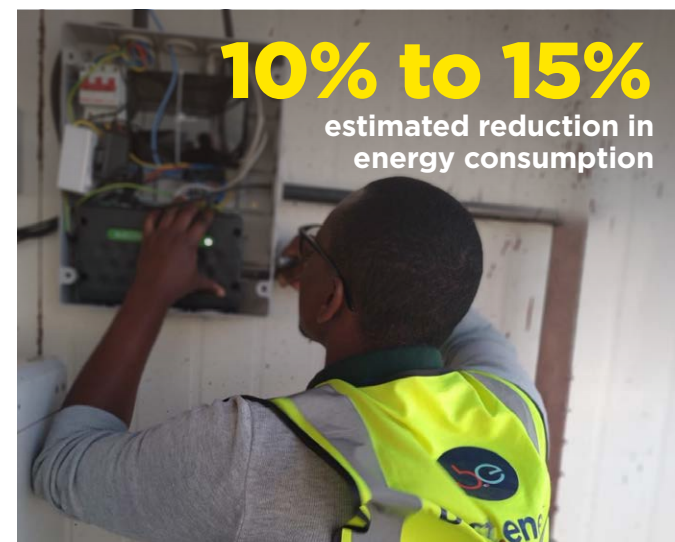
In 2025, we collaborated with Best.Energy, a UK-based company specialising in energy efficiency and smart energy technology. We launched a pilot project at our permanent camp in Somalia to explore energy efficiency by utilising their advanced IoT hardware, software, and analytics.

Focusing on refrigerated containers — commonly referred to as reefers — we were motivated by their high energy demands and critical operational role, making them an ideal platform to demonstrate measurable energy savings. The pilot captured detailed energy data at the asset level while also monitoring behavioural factors, such as the frequency and duration of door openings.

The analysis revealed insightful energy cycling patterns, highlighting inefficiencies in the compressor cycles and identifying periods of unnecessary operation. One of the most striking observations from the data was the impact of frequent or prolonged door openings on temperature stability within the reefers. Such practices forced compressors to operate for longer periods, leading to harder cycles and decreased efficiency.

In response to these findings, our warehousing team took significant steps to implement behavioural changes. They established new standard operating procedures (SOPs) for door usage and instituted daily logbooks to track door openings.

As we continued to analyse the data, additional findings emerged. We discovered inconsistencies in calibration across the reefers, and intriguingly, the least efficient unit was repeatedly loaded to its maximum capacity.



Armed with this insight, we began shifting goods to better-performing reefers, further optimising the operation. While quantifying exact energy savings proved challenging — given that they depended on stored volumes — early indications suggested a notable reduction in energy consumption, estimated between 10% to 15% prior to recalibration. This approach may also extend the equipment’s lifespan.

Building on this success, we are now transitioning the system to focus on generators to deepen our understanding of energy use in this area. Through these efforts, we aim to foster a culture of energy efficiency that benefits our operations and contributes to broader sustainability goals.



Waste management

One of the key challenges we face in our operations is the lack of recycling infrastructure, which limits our ability to manage waste effectively.

Much of our waste is PET (polyethylene terephthalate), used for packaged goods procured and imported for South Sudan, Abyei, and Somalia. PET is particularly difficult to manage globally due to limited recycling infrastructure, contamination issues, and lower recycling rates compared to other plastics.

In 2025, we made a concerted effort to overcome the challenges of recycling PET, but it hasn't been without difficulties. One initiative we explored was backhauling waste from Juba to Nairobi, where recycling facilities are available, in partnership with a logistics company. However, this approach faced significant challenges in obtaining the necessary permits to repatriate the waste, as nations are understandably resistant to importing more waste given that they struggle with their own plastic pollution. As a result, we were unable to pursue this avenue beyond the initial investigation. Nevertheless, we continue to explore alternative solutions and viable partnerships to improve PET recycling outcomes and remain committed to identifying practical, compliant pathways forward.

Our team also looked into the potential of polypropylene (PP) and discovered an inspiring initiative in Nairobi called Gjenge Makers, which turns waste plastics into paving stones. We looked into the possibility of acquiring the equipment needed for similar production. However, a closer examination revealed a challenge: while plastics served as a binder in their mix, the composition was primarily sand - about 80% - which we would have to either need to procure or extract ourselves. This would introduce significant sustainability and compliance considerations around logistics or responsible extraction, cost and scalability. In a location like Abyei, this seemingly sustainable solution, once properly investigated, is not always practical when we apply our whole life cycle approach.

In parallel, we engaged with Ocean Plastics, a company based in South Africa that specialises in containerised recycling machinery. Our goal was to explore whether we could develop a process that would enable communities to recycle plastics in greater quantities, rather than merely using them as a binder. This approach would ideally ensure a higher plastic content in the final products. Yet again, we quickly realised that the cost of transporting the equipment and the limited infrastructure in our target locations made these aspirations far from straightforward.

Navigating the complexities of implementing effective recycling solutions amid such challenges is proving difficult, but our commitment to exploring sustainable options remains unwavering.



In our approach to waste, we:

<p>Have a comprehensive waste management plan and best practices to minimise waste generation, primarily through waste segregation.</p> 	<p>Carefully separate scrap from hazardous waste and non-recyclable materials and ensuring the latter are properly disposed of.</p> 	<p>Implement smart packaging strategies from our logistics hub in Dubai to reduce excessive waste before it reaches our operations.</p> 	<p>Compost food waste, helping to reduce disposal while promoting more sustainable food practices.</p> 
<p>Focus on reducing waste at source and ensuring proper storage of unused materials for future reuse.</p> 	<p>Prioritise bulk purchasing of food and cleaning products to minimise unnecessary packaging.</p> 	<p>Take a proactive approach towards food waste by carefully managing menus and measuring food waste to ensure more efficient consumption.</p> 	<p>Aim to reduce plastic consumption through the use of Reverse Osmosis (RO) plants and water filters over plastic bottles.</p> 

By integrating these strategies, we continue to find innovative ways to lessen our environmental impact.

Waste management continued

Recycling in Juba and supporting local business



Going above and beyond our contract, in Juba, we take our US government client waste to our facilities to be sorted, weighed and collected before it's reused, repurposed or recycled.

Cooking oil

Sealed containers and sold to a third party who turns it into soap.



Metal

Segregated and sent for recycling.



Glass

Returnable bottles go back to suppliers and recycled by women-owned waste management company - EcoClean.



Organics

Food and garden waste (around 30% of our total waste) is composted onsite. We are also looking at a Black Soldier Fly initiative to convert organic waste into protein, animal feed and fertiliser.



Engine oil

Reprocessed locally and reused through our suppliers.



Wooden pallets

In-house team transforms them into planters and outdoor furniture.



Rethinking packaging waste: Biodolomer® in the GCC

The challenge of packaging waste looms large for all businesses transporting goods and food safely. For RA operating in remote locations worldwide, this poses an acute challenge, as there is no infrastructure for waste management. With an increasing focus on sustainability, many companies, like us, are seeking solutions to manage packaging and single-use plastic waste effectively.

In light of this challenge, and because the majority of our own goods pass through the UAE, RA has partnered with Gaia Biomaterials to distribute Biodolomer® across the Gulf Cooperation Council (GCC).

Biodolomer® is an innovative compostable alternative to traditional plastics that mimics the look and functionality of plastic but without the detrimental environmental impact. Unlike conventional plastics, Biodolomer® decomposes without leaving microplastics behind and produces 80% less CO₂ emissions over its life cycle. This is particularly important for regions with limited recycling infrastructure, such as the GCC, where the problem of plastic waste is acute.

The collaboration aims to address the growing demand for sustainable packaging solutions as countries such as the UAE and Saudi Arabia push towards ambitious waste-diversion goals. The UAE has committed to zero waste to landfill by 2030, while Saudi Arabia is targeting a significant reduction under its Vision 2030 initiative.

Biodolomer®, developed and produced in Sweden, is certified compostable in both the EU and the USA and decomposes into a calcium-rich compost that is beneficial for landscaping and soil enrichment. With initial focus on the UAE, Saudi Arabia, and Qatar, this partnership marks a significant step towards reducing plastic pollution and fostering a circular economy within the GCC.



“We view Biodolomer® as a perfect fit for our own and the region’s sustainability efforts. Our own experience in waste management uniquely positions us to understand the complexities of sustainable practices. As there is little recycling infrastructure in place, a compostable material makes a lot of sense.”

Soraya Narfeldt, CEO of RA International



Materials and procurement

We take a whole-life cycle approach to reducing the volume of materials we use and extending their longevity.

Counterintuitively, this often means replacing metals and concrete with reinforced plastics, which are more durable, longer-lasting, and require minimal maintenance.

Sustainable material choices can be more challenging in client contracts, as we often have limited scope to suggest alternatives. Additionally, many of these projects operate in complex environments where the immediate focus is on addressing urgent needs. However, we are beginning to see a shift in client priorities, and we continue to provide clients with sustainable options while assessing what can be implemented within existing agreements.

To support our carbon footprint reduction goals, we select commercial flights to transport goods from Dubai and optimise container loads to reduce shipping volumes. We also prioritise sea shipments over air freight whenever possible. Finally, our procurement team is trained in sustainable procurement tailored to help them consider the environmental impact of the product and service choices. In preparation for future strategic planning, in 2025, we provided introductory training on internal carbon pricing to all managers to support investment in low-carbon technologies.

In 2025, we conducted supplier audits in Dubai to gain a deeper understanding of sustainability practices within our suppliers' operations. These audits explored opportunities for suppliers to provide more sustainable options for the products we procure.

As a result, we identified an opportunity to transition to sustainable palm oil. With approximately 30,000 litres used annually across our catering operations, we recognise the environmental impact associated with these purchases.

Starting in the UAE, we have begun purchasing RSPO-certified palm oil using the RSPO Mass Balance certification model. This approach allows certified and non-certified palm oil to be mixed during processing, providing a practical and flexible solution while ensuring that the volume we purchase matches the volume sold as RSPO-certified.

Although the cooking oil we procure may not always consist entirely of certified sustainable palm oil, all certified volumes purchased are fully accounted for within our operations. Through these purchasing decisions, we are actively supporting the transition toward more sustainable palm oil production.

We will continue to expand the adoption of this sustainable option across all locations as reliable suppliers become available.



Water and effluents

Water consumed	m ³
2023	38,180
2024	37,305
Total 2025	38,504
LFL 2025¹⁸	36,255

Water recycled	%
2023	5.8
2024	8.9
2025	9.8

Water consumption intensity (including bottled water)	m ³ /USD 1m revenue ¹⁹
2023	655
2024	570
Total 2025	633
LFL 2025¹⁸	596
Target	2% reduction per annum

Water is essential for our operations, and we place a strong emphasis on responsible water management, given that we rely primarily on boreholes.

Midway through 2025, we added our operations in Diego Garcia to the reporting following the completion and occupation of the RA camp, which resulted in the availability of internal water consumption data for the site. This resulted in an increase in total reported water consumption. However, when analysing the data on a like-for-like basis (excluding Diego Garcia), total water consumption fell by 3% compared to 2024 while water intensity increased by 5% reflecting the partially fixed nature of water consumption in our operations.

¹⁸ Like-for-like data excludes Diego Garcia, which was added to the calculations in July 2025.

¹⁹ Intensity calculations for 2025 is based on revenues of USD 60.8m (2024: USD 65.5m).

In particular, water consumption in Juba fell by 37% following measures introduced to curb an upward trend in borehole usage, combining operational controls and behaviour-change measures. Specifically, we reduced non-essential usage in high consumption areas such as laundry, cleaning routines, and landscape watering. We raised awareness among staff, encouraging more responsible use and quick reporting of leaks or wastage. This allowed us to repair minor leaks and optimise water distribution, further reducing water losses that had previously gone unnoticed.

In tandem with our efforts to eliminate single-use plastic, we introduced measures to reduce bottled water consumption. This included encouraging staff to rely on borehole water for cleaning and to use bottled water for cooking only, where food preparation hygiene is a concern. Where we have a reverse osmosis (RO) facility to treat water to potable standards in line with World Health Organization (WHO) guidelines, staff are restricted from using bottled water.



Biodiversity

The environments in which we operate are often ecologically significant.

Many of our locations sit within or adjacent to areas of high biodiversity value, where the impact of human activity, including our own, can have consequences that extend well beyond the boundaries of our sites. We take our impact in this space seriously.

In 2025, we formalised this commitment by publishing a dedicated biodiversity policy, setting out our approach to avoiding biodiversity risks, minimising our nature-based impacts, ensuring legal compliance, and promoting awareness and training across our operations. While biodiversity is not one of our primary material issues, we believe that operating responsibly in fragile environments requires us to go beyond compliance and apply genuine care to how we interact with the natural world around us. In practice, this means planting native trees, shrubs and grasses in locations where we are responsible for landscaping, preserving the ecological character of each site rather than imposing uniform solutions.

For pest and vector control, an operational necessity in many of the tropical and semi-arid environments where we work, we are contracted directly by the UN and other clients to deliver these services. A key gap we have identified in this space is that the contracts frequently do not specify which environmental rules or regulatory frameworks must be adhered to, effectively leaving operators to set their own standards.

Rather than treating this as a licence for the path of least resistance, we apply WHO guidance and the most stringent available international best practice as our baseline, regardless of contractual requirements. This approach is not yet standard practice in our industry, but we believe it should be.

We prioritise natural biological control methods over chemical intervention wherever possible, recognising that in the complex and interconnected ecosystems in which we operate, a precautionary approach is usually the most responsible one.

A culture of responsibility and accountability

Integrity is not a differentiator for us; it is a baseline. We hold ourselves to the same standards regardless of whether a client contract requires it, whether local law enforces it, or whether anyone is watching.

In environments where governance frameworks are weak, enforcement is limited, and corners are routinely cut, that commitment is tested daily. We believe it is precisely in those environments that it matters most.

Our ESG strategy reflects this. It exists not to satisfy a reporting requirement or win a tender, but because we are convinced that how we do business is inseparable from the quality of the business we build. That said, we are equally clear-eyed about the commercial reality: clients are increasingly sophisticated in their assessment of ESG performance. The organisations that can demonstrate genuine, auditable commitment are the ones that will retain and grow the most valued relationships. We are one of those organisations “Doing business the right way”.



Human rights, modern slavery, anti-bribery and corruption

Upheld/reported cases of harassment and discrimination

2023	1/1
2024	Nil
2025	1/2
Target	Nil

Upheld/reported cases of bribery and corruption upheld

2023	Nil
2024	Nil
2025	Nil
Target	Nil

Upheld/reported whistleblowing complaints

2023	1/5
2024	0/4
2025	1/3
Target	Nil

In 2025, two cases of harassment and discrimination were reported, of which one was upheld following a thorough investigation.

The matter was handled in accordance with our policies and has been fully resolved. We are pleased to confirm that no cases of bribery or corruption were reported or upheld during the year, consistent with our track record and reflecting our zero-tolerance approach to such conduct.

Of the three whistleblowing reports received in 2025, one was upheld and is linked to the discrimination case referenced above. The remaining two reports, upon investigation, were found to be personal grievances relating to salary and promotion rather than matters falling within the scope of our Ethics Line. All cases have been fully resolved.

The misdirection of personal grievances through whistleblowing channels is a recognised challenge across organisations of our kind. Compliance experts consistently note that a meaningful proportion of reports received through ethics hotlines relate to individual employment concerns rather than matters of broader misconduct or public interest, and that personal grievances, which relate to individual dissatisfaction with aspects of employment, are fundamentally different in nature from whistleblowing, which concerns misconduct with wider organisational or public interest implications.

While we welcome every report and investigate all concerns without exception, we recognise that we need to do more to help our staff understand which channel is appropriate for which type of concern. In 2026, we will be strengthening our internal communications and training to draw a clearer distinction between the Ethics Line and our HR grievance procedures, ensuring that staff feel equally supported through both routes.

Our licence to operate is based on treating people with respect, complying with relevant laws and regulations, behaving with integrity and sensitivity to local cultures, and upholding a firm belief that all our employees have the right to decent work in a safe and secure environment. This belief is enshrined in our Code of Conduct and Company policies, which reflect our stand against harassment, discrimination, and human trafficking, and our zero tolerance of bribery and corruption. Our policies apply to service providers and suppliers as well as to clients and visitors to our sites.

We are committed to respecting and promoting human rights, including the eradication of modern slavery, within our business operations and supply chain. We acknowledge the significant impact our operations can have on vulnerable communities in the regions where we work. Recognising our responsibility, we are committed to upholding the highest standards of ethical conduct in our interactions with these communities and take a zero-tolerance approach to non-compliance.

We provide induction training, and regular training takes the form of Toolbox Talks, onsite visits, inspections, and communications to maintain awareness and ensure compliance.

In 2025, our compliance Policies were supported by the launch of a new, more user-friendly Ethics Line in writing or via voice message. Staff can now raise concerns in their own language and no longer require higher literacy levels to submit a report while maintaining confidentiality and protecting reporters.

Supplier impact

Reported and upheld cases of human trafficking and child labour in our supply chain

2023	Nil
2024	Nil
2025	Nil
Target	Nil

Our suppliers and partners include a diverse range of international organisations, as well as local and regional suppliers.

All our suppliers undergo vetting and reputation screening to ensure they share our values and uphold our standard, and we incorporate environmental, social and governance clauses in purchase orders. Each year, we ask our suppliers to renew their commitment to our Supplier Code of Conduct, and our managers carry out regular supplier visits to ensure compliance.

We conduct reputation screening and risk assessments for high-value, high-risk suppliers, including subcontractors, recruitment agencies, customs brokers, and other intermediaries that represent RA. This includes checks to prevent human trafficking and child labour.

In 2025, we provided dedicated compliance training to 35 suppliers in South Sudan and 25 suppliers in Somalia across various service areas. This training is essential to upholding standards as we strive to increase our use of local suppliers to directly support local economies.

The training covered several important topics, including anti-bribery laws and compliance requirements, third-party due diligence responsibilities, conflict-of-interest management, prevention of bullying, discrimination, and harassment, and respect for human rights in operations and supply chains.

To enhance the practicality and relevance of the training, we customised the content to include real-life scenarios. We were pleased to observe an increase in supplier participation compared to previous years, with attendees showing strong engagement. A Compliance Certificate was awarded to supplier representatives who completed the training, reinforcing their commitment to ethical and responsible business practices.



Achieving Bronze with EcoVadis

EcoVadis is the world's leading sustainability intelligence platform, providing independent, evidence-based ratings across four core themes: environment, labour and human rights, ethics, and sustainable procurement. Trusted by over 150,000 companies across 250 industries and 180 countries, an EcoVadis rating has become one of the most recognised and credible third-party validations of a company's sustainability management system.

We first engaged with EcoVadis in 2024, undergoing their rating process to receive objective external feedback and to demonstrate our commitment to transparency and continuous improvement. Rather than treating the initial assessment as a box-ticking exercise, we used it as a genuine diagnostic tool.

The insights it provided led directly to targeted improvements across our operations: we strengthened our data collection processes, developed new standard operating procedures, established our Employee Representative Body, integrated social and environmental clauses into our supplier contracts, and enhanced a number of our key policies.

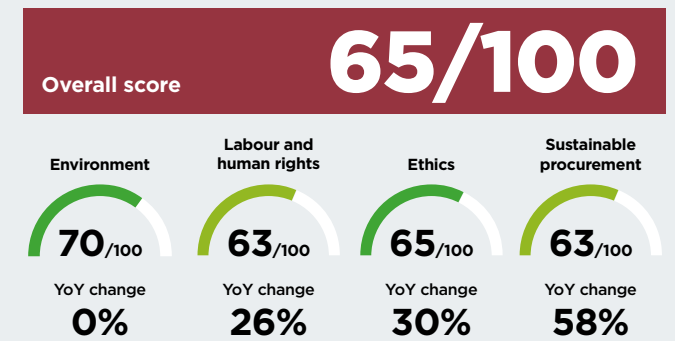
The results of that work are reflected in our second assessment. We achieved a score of 65, up from 54 in 2024, earning us Bronze membership. To understand why we consider this a remarkable achievement, it helps to understand how EcoVadis actually works.

EcoVadis tailors each assessment to the company being rated, adjusting the criteria and their weighting according to the company's industry, size, and country of registration. This ensures that assessment reflects relevant sustainability risks within a given operating profile.

However, companies are still benchmarked against peer groups drawn from across EcoVadis' global database, meaning performance is ultimately assessed relative to organisations operating across a wide range of contexts and levels of maturity.

That context matters. The 2024 global average EcoVadis score across all companies was 53.4. Our score of 65 places us comfortably above that average and within the top third of companies assessed. Many high-performing organisations operate in relatively stable environments with more established regulatory frameworks, reliable infrastructure, and mature sustainability ecosystems. We do not.

We operate in some of the world's most complex and resource-constrained environments, where the operational demands of maintaining safety, continuity, and compliance necessarily compete with the time and resources others may dedicate solely to sustainability programmes. Achieving this result in that context reflects the extent to which sustainability is embedded in the way we work, and we are proud of the progress it represents.



Client impact

Since all our work is alongside our clients, our greatest sustainability impacts are achieved by actively seeking alignment with them on ethical standards and working towards similar environmental and social goals.

Being part of the supply chain ourselves means our own activities feed into our clients' ESG strategies. We disclose our sustainability commitments and achievements through transparent reporting, engagement with EcoVadis, and disclosures to the CDP and the UN Global Compact.

Our clients also turn to us for practical, measurable support in their own activities, drawing on our deep-rooted understanding of the environments we work in and the challenges they may face. Encouraging local employment and skills transfer to uplift local communities are cornerstones of our approach and often key differentiators.

All new clients undergo reputational screening and are vetted for unethical or non-compliant behaviour, with a review of how they address and rectify reported issues. For contracts exceeding USD 500,000, we carry out a detailed ESG risk assessment. We maintain a list of industries and organisations that we will not engage with under any circumstances in alignment with the UN Global Compact. This includes businesses involved in tobacco, ammunition, and armament sectors, as well as any organisations or governments linked to terrorism or that have documented evidence of human rights abuses, bribery, corruption, human trafficking, slavery, money laundering, sexual exploitation, harassment, or discrimination. Moreover, we perform comprehensive due diligence on industries with significant environmental impacts, including extraction and energy companies that are not transitioning to integrated energy systems or lack clear environmental and social strategies.

Speak-up

Maintaining an independent, confidential and anonymous channel for our people to raise concerns has long been a cornerstone of our compliance framework. We believe that a genuinely effective Speak-up culture depends on people feeling safe, protected, and confident that their concerns will be taken seriously and investigated impartially.

In 2025, we upgraded our Ethics Line to a more accessible and user-friendly platform, building on the foundations we already had in place. Critically, the system is externally hosted and monitored by an independent third-party audit function, ensuring that no report ever passes solely through internal hands and that every case is handled with integrity and transparency. The enhanced system also allows individuals to report concerns in their own language, either in writing or by voice message, removing the literacy barriers that can discourage staff from coming forward.

The value of that independence is borne out in practice. As detailed earlier in this report, all cases received through our Ethics Line in 2025 were fully investigated and resolved, including the one upheld case of harassment and discrimination.

We do not treat Speak-up as a compliance checkbox. It is one of the clearest expressions of the culture we are trying to build, and the independence of the system is our guarantee to our people that raising a concern will never be held against them.

Political donations

RA does not provide donations to political parties in any of the countries in which it operates.

Policies

Our compliance framework is supported by our policies, which guide employees and business partners in conducting business ethically and responsibly. Policies are reviewed annually to ensure alignment with regulations and consistent compliance standards across all operations. They may also be reviewed following investigations to address identified gaps or strengthen internal processes.

A full list of Governance Policies can be found at <https://rainternationalservices.com/sustainability/governance/>



Managing cultural differences

We consider the rich tapestry of cultural diversity from our work across multiple countries as one of our greatest strengths. However, this diversity can also bring some challenges that we need to navigate carefully. The two main cultural challenges we face are differing perceptions of authority and a culture of gift-giving, particularly since the latter can conflict directly with our anti-bribery and corruption policy.

For instance, in some cultures, employees may feel reluctant to question their managers or report misconduct because of a culturally ingrained respect for hierarchy that discourages them from raising concerns. Language barriers also pose a significant challenge; if compliance requirements are not communicated effectively in the employees' native language, misunderstandings can easily arise. Furthermore, differing ethical or legal norms can create friction.

To address these challenges, we have implemented several strategies. We ensure that policies and training materials are translated and incorporate practical, local examples to enhance understanding. Employees are actively encouraged to voice their concerns in a safe environment and to engage in discussions, irrespective of their job position or background.

Stakeholder engagement

We seek to understand the expectations and interests of RA’s stakeholders and reflect these in our business decisions. We aim to extend our strategic priority to **“Doing business the right way”** throughout our value chain and to leave a lasting legacy on the people and places where we work.



Employees

Our employees are one of our primary assets and are a key resource in delivering our services. We offer competitive pay and rewarding careers to both international and local staff, and apply best-practice international employment standards for all.

How we engage

- Our leadership conducts regular site visits, engaging with employees and delivering Toolbox Talks.
- The employee representative body meets with the EMT twice a year.
- Training, skills development, and education for low-skilled workers are managed at a local level by the country management team in conjunction with Heads of Department.
- We conduct regular team-building and social events, and employee engagement surveys.

➤ Details of engagement activities can be found on pages 8 to 15.

Customers

We work with customers who share our values. Fostering close customer relationships is a vital part of our growth strategy and sustainability efforts. Through contractual negotiations and project delivery, we seek to influence our customers to make sustainable choices.

How we engage

- We interact with customers regularly in the normal course of business, by submitting scheduled progress reports, attending formal client meetings, which provide a forum for regular feedback, and ensuring that expectations are met.
- We actively support clients with their own sustainability initiatives and decarbonisation programmes.

➤ Details of client impact can be found on page 28.

Suppliers and partners

Our suppliers and partners help us meet our requirements on the ground by delivering essential materials, equipment, food, and services. We set clear standards for how they should operate and push them to make sustainable choices through procurement.

How we engage

- We conduct a rigorous supplier vetting and selection process, and we procure services and materials through purchase orders, contracts, and master service agreements.
- All suppliers are required to complete Supplier Impact Assessments.
- We interact with suppliers regularly in the normal course of business.
- For our largest suppliers, the Head of Sustainability meets with our largest suppliers to understand their approach and how they can support RA.

➤ Details of engagement activities can be found on page 27.

Local governments and communities

We foster good relations with local governments and work with local communities, securing our licence to operate. In most locations, we are an important source of employment, supporting families, local services, and institutions.

How we engage

- We maintain regular contact through meetings and correspondence with local governments and local community representatives.
- We support local and regional suppliers where we can and work with local and international organisations to provide charitable support and assistance to local communities.

➤ Details of engagement activities can be found on pages 8 to 15.

Sustainability governance and risk management

RA's governance and risk management framework is designed to identify existing and potential risks facing its operations.

The Board holds overall responsibility for RA's sustainability risks and opportunities, and with the Executive Management Team and Board substantially aligned, sustainability considerations reach the highest level of the organisation directly and without delay. This closer integration means decisions can be made faster, authority is distributed more effectively across the organisation, and our ability to respond to emerging risks and challenges is more agile than ever.

Each head of department and country is responsible for identifying potential risks specific to their own area of operation. The EMT identifies risks that may impact the entire Group, and the ESG Committee is responsible for identifying potential environmental and social risks. In each case, potential risks are assessed for likelihood and impact, and measures to limit, manage, or mitigate them are implemented. This ensures that department, country, and project-related risks are fully understood and planned for before high-value or strategically important contracts are undertaken.

In 2025, the governance of RA's sustainability management was supported in the following ways:

ESG Committee: The ESG Committee meets twice a year and is responsible for overseeing the Group's sustainability strategy and execution. The Head of Sustainability updates the Committee on ESG progress against 2027 targets and KPIs, including climate-related risks, emissions, and energy reduction targets. The Committee also monitors potential upcoming regulatory changes, and salient issues are escalated to the Board as they arise.

Management oversight: Lars Narfeldt, RA's COO, is responsible for delivering RA's sustainability strategy. The Head of Sustainability reports directly to the COO and attends weekly operations meetings to identify potential risks and opportunities and ensure sustainability remains integral to operational decisions. The Head of Sustainability also delivers a monthly Toolbox Talk to the management team, covering a range of ESG topics to enhance awareness and drive sustainable practices across the organisation.

Risk assurance: The Group adopts the four lines of defence as its assurance model, reinforcing risk management, internal controls, and transparency across the Group.

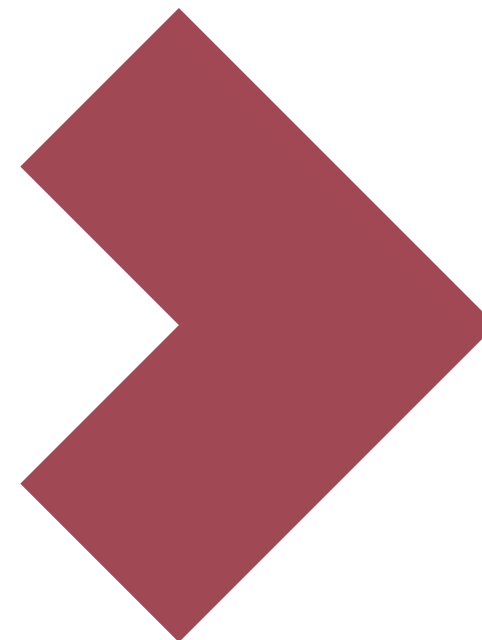
Sustainability risks and organisation boundaries

We regularly assess RA's sustainability risks through our risk management framework. Our sustainability strategy is designed to address both risks and opportunities while focusing on our material topics. We prioritise areas where we can make the greatest impact and those critical to RA's long-term economic, social, and environmental sustainability. Given our close alignment with clients' activities, we maintain clear organisational boundaries, distinguishing between what we can directly control and where we can only exert influence. The principal sustainability risks incorporated within the Group Risk Register are:

- Not meeting our ESG targets potentially leading to damage in reputation, loss of workforce, and/or client.
- Not being able to support our clients in meeting their own climate ambitions.
- Third-party risks arising from supplier or client conduct that does not meet RA's standards.
- Global climate change and climate-related events potentially impacting our ability to operate effectively, including extreme heat, water shortages, flooding, strong winds, sandstorms, and an increase in pests and vectors, halting operations and damaging assets.

To limit, manage or mitigate these risks, we adopt a range of control measures, policies, training programmes, budgets, insurance policies, and standard operating procedures, and assign individuals responsible for monitoring and reporting on progress and changes.

RA complies with internationally recognised management systems for quality (ISO 9001:2015), environment (ISO 14001:2015), food safety (ISO 22000:2018), and occupational health and safety (ISO 45001:2018). We recently completed our external ISO surveillance audit and were issued revised certifications. These management systems establish consistent processes that foster a culture of self-evaluation, corrective action, and continual improvement.



Climate risks

We face potential physical risks, including extreme weather events, as well as risks and opportunities resulting from the transition to a lower carbon economy, including transition products and services to lower emissions options.

Climate change and the climate transition also provide us with business opportunities, both in terms of resource efficiency and the potential to extend our client offering, as we are able to leverage our extensive experience operating in challenging environments where we have proactively implemented sustainable solutions.

Following the Company’s delisting from the AIM market in 2025, we are no longer required to report on climate-related risks and opportunities under the TCFD framework. However, since we are already seeing the impact of climate change on our operations, the acute and chronic climate-related risks and opportunities identified previously remain critical to our operations and long-term sustainability, as detailed below. These risks are incorporated within the group risk register and inform business decisions.

We define our timeframes as:

- 1. Short term:** 1-3 years
- 2. Medium term:** 3-10 years
- 3. Long term:** 10 years+



Risk/opportunity description	Potential impact to RA International	Opportunity
ACUTE		
Flooding, strong winds, or sandstorms halting operations and damaging assets. Timeframe: short term	<ul style="list-style-type: none"> Flooding or other damage to facilities leading to short-term housing issues, stock damage, and long-term structural damage Inability to supply food and water to our staff at camps Challenges around the delivery of our IFM, supply chain, and construction projects Sharp rise in insurance premiums and difficulty obtaining insurance in high-risk geographical regions Increased cost in fleet maintenance and replacement 	Increase revenue streams from extended client offerings. <ul style="list-style-type: none"> Supporting clients in sourcing and installing sustainable solutions, such as climate-resilient infrastructure, in the remote areas in which we operate New contracts linked to climate-related risk resilience e.g. upgrades to flood defences and electrical grids
CHRONIC		
Drop in the water tables, resulting in RA boreholes or client boreholes no longer functioning. Timeframe: short to medium term	<ul style="list-style-type: none"> Reliance on third-party water contractors. If water is extremely scarce, there is a risk of not accessing this third-party water No water available for reverse osmosis plants, resulting in drinking water shortages Cost implications of drilling boreholes deeper or purchasing from third-party water suppliers Human conflict due to the rise in water prices and limited availability endangering our staff and operations 	Increase revenue streams from extended client offerings. <ul style="list-style-type: none"> Supporting clients in sourcing and installing sustainable solutions in the remote areas where we operate, such as borehole testing/hydroponics
Increasing temperature in areas in which we operate. Timeframe: long term	<ul style="list-style-type: none"> Danger to our staff – high temperatures resulting in physical casualties, mental health conditions, respiratory conditions, and other diseases Reduced work efficiency – the requirement to split shifts to avoid the midday sun, increased absenteeism, staff retention challenges, and low staff morale Equipment and infrastructure failures 	Increase revenue streams from extended client offerings. <ul style="list-style-type: none"> Supplying and/or retrofitting air conditioning equipment and offering maintenance services
Long-term heat increases and extreme weather leading to a decrease in food yields and an increase of disease and vectors. Timeframe: short to medium term	<ul style="list-style-type: none"> Overall cost of commodities rise globally, impacting our margin on client catering projects and our internal operating costs Reduced agricultural productivity and food security for our national staff and potential civil unrest in countries of operation Outbreaks of tropical illnesses and waterborne diseases impacting our staff and clients Increase in medical repatriations due to staff illness in remote locations or even loss of life if not treated correctly 	Increase revenue streams from extended client offerings and resource efficiency. <ul style="list-style-type: none"> Develop alternative food production such as hydroponics to secure food supply to clients and operations Increase in demand for disease and vector control Increase in demand for health services

Climate risks continued

Risk/opportunity description	Potential impact to RA International	Opportunity
MARKET		
Rising commodity prices and/or suppliers passing on higher energy or emissions-related costs to consumers. Timeframe: short to medium term	<ul style="list-style-type: none"> Impact on our internal operating costs and client contracts (rises in catering, shipping, material costs, flights, running our generators) 	Energy and resource efficiency. <ul style="list-style-type: none"> Reduce operating costs by transitioning to low-carbon energy sources Operational efficiencies such as decreasing water consumption and waste production could lead to additional cost savings
Demand for low-carbon products. Timeframe: medium to long term	<ul style="list-style-type: none"> Supply chain bottlenecks leading to operational delays 	Increase revenue streams from extended client offerings. <ul style="list-style-type: none"> Supporting clients in sourcing and installing sustainable solutions in the remote areas in which we operate (renewables/energy-efficient buildings/climate-resilient infrastructure/borehole testing/hydroponics)
A change in client behaviour and requirements as sustainability is embraced. Timeframe: medium to long term	<ul style="list-style-type: none"> Risk of losing business opportunities if we do not meet client expectations Danger that our competitors leapfrog us regarding their sustainability offerings, particularly from the technology angle 	Increase revenue streams from extended client offerings. <ul style="list-style-type: none"> New business opportunities as potential clients engage with companies that promote a sustainable approach to business. RA has the potential to capitalise on this shift since sustainability is embedded within the organisation and the Group has the skill base to support clients with varying ESG requirements

TECHNOLOGY		
Investing in technologies that are not successful in the market. Timeframe: medium to long term	<ul style="list-style-type: none"> Financial losses if RA invests in new low-carbon innovations e.g. carbon capture mechanisms or new forms of renewable energy that become obsolete. We will need to invest in these types of technologies to reach net zero, but these technologies are likely to require investment before full extent of effectiveness is known and could quickly become outdated 	Resource efficiency in increase in revenue streams from extended client offerings. <ul style="list-style-type: none"> Increase in availability and affordability of tools and software to manage sustainability internally and for our clients

Risk/opportunity description	Potential impact to RA International	Opportunity
POLICY AND LEGAL		
GHG emissions-reduction laws, regulations, policies, and/or taxation introduced. <ul style="list-style-type: none"> Direct carbon taxes Enhanced Scope 3 emissions reporting mandated with direct data required from suppliers Regulation impacting our suppliers and, in turn, availability and pricing issues e.g. a ban on single-use plastic Timeframe: short to medium term	<ul style="list-style-type: none"> Fines or loss of licence to operate Additional annual tax liabilities Increase cost/workload of procurement team to access Scope 3 data Price increases and challenges over availability of products 	Increase revenue streams from extended client offerings. <ul style="list-style-type: none"> New business opportunities as potential clients engage with companies that promote a sustainable approach to business
GHG-related lawsuits. <ul style="list-style-type: none"> Local communities taking legal action over environmental safeguarding failures Clients taking legal action if we do not adhere to ESG deliverables set out in contracts Timeframe: medium to long term	<ul style="list-style-type: none"> Legal fee liability for RA Loss of business due to reputation damage 	
Increase in ESG reporting requirements. Timeframe: short to medium term	<ul style="list-style-type: none"> Increase financial costs of reporting software and resources Increase in operational costs across the Group to collect ESG-related data 	

REPUTATION		
Client or stakeholder backlash, or negative media coverage. <ul style="list-style-type: none"> Negative feedback if we delay or fail to achieve our sustainability goals or do not reduce our emissions Greenwashing claims if the data we are releasing into the public domain is not watertight and auditable Knock-on effect on our reputation if we work with clients or suppliers who gain negative ESG attention Timeframe: short to medium term	<ul style="list-style-type: none"> Failure to win new contracts Loss of trust from investors Difficulty in securing finance facilities 	

Climate risks continued

Scenario analysis

In 2025, we reviewed the two scenarios analysed in year one and considered how the world and our business might look, drawing on relevant scientific papers. The potential impacts of these scenarios remain unchanged.

Scenario	What will the world look like?	How might our business look?
Paris Aligned: 1.5°C to 2°C degrees warming by 2100.	<ul style="list-style-type: none"> • High exposure to transition risks for businesses worldwide • Rapid changes in regulation, short notice legislative changes, stringent reporting, and widespread adoption of new technologies for decarbonisation • A global concern for sustainability 	<ul style="list-style-type: none"> • Clients will embrace energy efficiency technology and low-carbon building materials and assess their partners based on their sustainability experience and data • Carbon output from projects and materials will be considered as part of the overall procurement strategy • Cost to operate could rise due to increased costs in logistics and flights if carbon taxes are embedded into services
Business as Usual: 2.4°C to 3°C degrees warming by 2100.	<ul style="list-style-type: none"> • Businesses and individuals vulnerable to significant climate-related risk (both acute and chronic) • Low degree of investment in low-carbon technology • Increase in global demand for fossil fuels as global south countries grow and industrialise • Mass climate-related migration as certain regions become inhabitable 	<ul style="list-style-type: none"> • Clients will continue to request materials based on cost with little consideration of embedded carbon, but they will need their operations to be more resilient to extreme temperatures and weather events • Our operations will be more at risk from extreme weather events, which can result in damage, shortening of the lifespan of our assets, and prolongation of project delivery • Increased danger to our staff from extreme conditions and civil unrest at our operations • Material and food costs will increase significantly with the supply chain impacted by weather events and availability challenges

Resilience

RA has identified revenue, gross margin, overhead expenses, capital expenditure, and asset impairment as the key financial drivers associated with climate-related risks.

It is worth noting that a key part of RA’s business model is to work in partnership with clients, including raising awareness of sustainability risks and finding strategies to manage them long term. In this way RA creates a “win-win” approach, delivering products and services that offer sustainable solutions that address potential climate-related risks.

The Group has begun to assess and quantify the impacts on these drivers on its own operations as well as that of its clients. With several risks being long term and pervasive in nature for all countries and companies, out of necessity there will be structural macroeconomic government responses which are as yet difficult to predict. As such we are unable to accurately assess the full impact and consequences to financial planning.

As a services business, we can incorporate inflation-linked price adjustment and recovery mechanisms into bought-in goods and services in our contracts. Part of our analysis will include assessments of what costs can be passed onto customers and what must be managed through the Company.

Risk management

We take climate risk seriously as an organisation and appreciate the impact climate has and will have on our operations. To this effect, we now class sustainability as a principal risk and have fully incorporated climate-related risks into our risk management framework.

Metrics and targets

We use key risk indicators internally as part of our risk management process to assess climate-related risks and opportunities. Details of our Scopes 1, 2, and 3 emissions, along with science-based reduction targets and our other climate-related metrics, including water use, energy use, and materials, can be found on pages 17 to 19.

Material issues and data

Our material issues have informed our sustainability operations and communications since 2021. Against each material issue we track key data points, assign clear KPIs, targets, and reporting schedules, and we name the individuals responsible for managing them.

This accountability structure ensures that sustainability is not managed as a collective abstraction but as a set of concrete commitments owned by specific people across the organisation.

RA's material issues are aligned with our key ESG risks, and our activities and governance processes are designed to limit, mitigate, or manage those risks in practice. We focus our efforts on areas where we can have the most direct impact and where sustainability performance is most critical to our operations. Where our business is closely tied to client activities and our direct control is limited, we seek to influence decisions through the examples we set, the standards we embed in contract negotiations, and the sustainability expertise we bring to our client relationships.



Material issues








Our material issues were last formally assessed in 2021, with the majority of targets set for 2027. We had originally planned to conduct a full review in 2025, with the intention of aligning our approach with EU double materiality principles under the CSRD framework, which assesses both financial materiality (how sustainability issues affect the business) and impact materiality (how the business impacts people and the environment).

That review was deferred. 2025 was a year of significant transition for RA, with a contracting humanitarian market, rapid workforce expansion across new geographies, and a deliberate strategic repositioning under Vision 2026 all placing considerable demands on our resources and management attention. Following careful consideration and consultation with both the ESG Committee and the Board, we concluded that our existing focus areas remain well-aligned with our ambitions and that the right course of action is to see the current sustainability strategy through to its conclusion in 2027, at which point we intend to undertake a comprehensive review, including a double materiality assessment, taking into account where we are as a business and what will best serve our sustainability ambitions at that time.

We believe this is the responsible decision. Sustainability strategy reviews of genuine substance require time, budget, and management bandwidth to be done properly. Conducting one in a compressed timeframe, under financial pressure, would risk producing a document that satisfies a process without advancing our thinking. We would rather be honest about that than present a review that does not meet the standard we set for ourselves.

More information on sustainability risks and risk management can be found on pages 30 to 33.

Areas for activity	SDG target
SOCIAL	
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.	 8.5 Achieve full and productive employment and decent work for all
Equal opportunity Strong diversity is at the core of RA. We challenge bias by providing employment regardless of age, sex, disability, ethnicity, origin, relation, or economic status, and have a special focus on female progression.	 10.2 Promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic status
Local economic impact Our activities have a direct and indirect impact on local economies through employment and support of local enterprise.	 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, and innovation
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
Training and development We have a direct and lasting impact through transferring skills, providing education, and motivating and developing staff.	 4.4 Increase the number of youth and adults who have relevant skills
Occupational health and safety Our work takes us to conflict zones where there is a high risk of harm to human life. Ensuring the health, safety and mental wellbeing of our staff and those we work with is therefore a high priority.	 8.8 Protect labour rights and promote safe and secure working environments for all workers

Areas for activity	SDG target
ENVIRONMENTAL	
Carbon emissions We have set science-based emissions reduction targets for parts of our operational locations and continue to align our business to the Paris Agreement.	 13.2 Integrate climate change measures into policies, strategies, and planning
Energy use Energy is important because we generate our own energy in much of our business. We invest in energy efficiency as well as renewable energy to reduce costs and environmental impact.	 7.2 Increase substantially the share of renewable energy 7.3 Double the global rate of improvement in energy efficiency
Waste management We reduce the amount of waste we produce and we manage how waste is handled and treated to minimise environmental impact and to limit negative impact on local communities.	 12.5 Reduce waste generation through prevention, reduction, recycling, and reuse
Water and effluents Fresh water is a precious resource. We minimise our consumption and treat wastewater to limit environmental and social impacts.	 6.4 Increase water-use efficiency
Materials and procurement We use a lot of raw materials in our operations. We are applying innovative methods to reduce the volume of raw materials used, to save both the environment and money for ourselves and for our clients.	 12.2 Achieve the sustainable management and efficient use of natural resources
GOVERNANCE	
Supplier impact We carry out detailed due diligence on our suppliers to prevent negative impacts and ensure that our suppliers share the same zero tolerance stance towards child labour and human trafficking.	 8.7 Eradicate forced labour, end modern slavery and human trafficking
Client impact We work with clients who share our values and we consider "whole project" impacts in addition to our own direct impacts.	 ALL
Human rights We uphold and advocate for human rights in our sphere of influence.	 ALL
Anti-bribery and corruption We have clear ABC policies and do not tolerate any forms of bribery and corruption.	 16.5 Reduce corruption and bribery in all their forms

Data

Social	2021	2022	2023	2024	2025	Target	Progress
Average percentage of local staff employed	42%	51%	51%	60%	69%	2027: 70%	●
Products and services procured locally	—	54%	57%	46%	52%	2027: 65%	●
Female employees within the workforce	13%	15%	17%	17%	18%	2027: 20%	●
Female employees at the leadership level	—	35%	24%	39%	41%	2027: 50%	●
Female hires	—	—	—	12%	10%	—	—
Local workforce promoted each year	5%	4%	3%	2%	1%	Annual: 5%	●
International staff attrition	—	10%	8%	10%	7%	Annual: 8%	●
Absentee days of total workdays for international staff	—	1.8%	1.3%	1.4%	0.9%	2027: 1.3%	●
Staff engagement Likert score	—	77%	76%	78%	79%	Annual: 80%	●
Environmental	2021	2022	2023	2024	2025	Target	Progress
Company-wide carbon emissions (tCO ₂ e)	—	9,797	31,893	30,173	22,591	—	—
Scope 1 carbon emissions (tCO ₂ e)	—	4,066	3,885 (target baseline)	4,154	3,794	2033: 2,253 (-42%) 2050: 365 (-90%)	●
Scope 2 carbon emissions (tCO ₂ e) (market-based)	—	847	601 (target baseline)	729	683	2033: 365 (-42%) 2050: 60 (-90%)	●
Scope 3 carbon emissions (tCO ₂ e)	—	4,884 ²⁰	27,407	25,290	18,114	—	—
Company-wide carbon intensity (tCO ₂ e/USD 1m revenue)	—	156	547	461	372	—	—
Scopes 1 and 2 carbon intensity (tCO ₂ e/USD 1m revenue)	—	78	77	75	74	—	—
Mogadishu Scope 1 absolute emissions (2020 baseline: 4,500 tCO ₂ e)	3,643	3,128	2,914	3,278	3,252	2025: 3,555 2030: 2,610	●
Total energy consumed (MWh)	5,694	5,279	5,565	5,646	4,952	—	—
Grid energy consumed (MWh)	557	754	1,070	1,153	1,034	—	—
Energy consumed (externally generated)	270	345	375	392	386	—	—
Self-generated energy (non-renewable) (MWh)	4,703	4,054	3,972	3,949	3,379	—	—
Self-generated energy (renewable) (MWh)	164	127	148	152	153	—	—
Self-generated renewable energy as a share of self-generated energy	3.4%	3.0%	3.6%	3.7%	4.3%	—	—
Energy consumption intensity (MWh/USD 1m revenue)	—	84	96	86	81	Annual: -2%	●
Water consumed (including bottled water) (m ³)	44,241	35,921	38,180	37,305	38,504	—	—
Water recycled	6.0%	6.8%	5.8%	8.9%	9.8%	—	—
Water consumption intensity (including bottled water) (m ³ /USD 1m revenue)	—	571	655	570	633	Annual: -2%	●
Environmental pollution incidents	—	3	3	1	Nil	—	—

²⁰ First year Scope 3 emissions explored with selected categories calculated.

Data continued

Governance	2021	2022	2023	2024	2025	Target	Progress
Lost time incident frequency rate (LTIFR) ((Lost time injuries x 1,000,000)/total hours worked)	—	1.17	1.50	1.05	0.79	Annual: 0.90	●
Employee fatalities	Nil	Nil	Nil	Nil	Nil	Nil	●
Employee lost working days	3	11	44	37	13	—	—
Workforce trained on business ethics issues, discrimination and harassment	—	52%	59%	61%	73%	2027: 80%	●
Human trafficking and child labour in the supply chain (cases upheld/reported)	Nil	Nil	Nil	Nil	Nil	Upheld: Nil	●
Harassment and discrimination (cases upheld/reported)	Nil	Nil	1/1	Nil	1/2 ²¹	Upheld: Nil	●
Bribery and corruption (cases upheld/reported)	Nil	Nil	Nil	Nil	Nil	Upheld: Nil	●
Whistleblowing complaints (cases upheld/reported)	—	0/4	1/5	0/4	1/3 ²¹	Upheld: Nil	●

Progress key:

- Target met/progress towards target is on course
- Target on course/additional support is required in coming year
- Target missed/focused support is required to meet target



²¹ See page 26 for more information.

**Doing business
the right way.**

