

2022 Sustainability Report



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Doing business the right way.

- In unfamiliar countries and cultures.
- In remote locations.
- In conflict areas.



The world of RA.

Many companies and organisations that aim to make a difference in this world work in locations and circumstances far outside their comfort zones.

For projects that are remotely located and in difficult environments, overcoming immediate challenges are often prioritised at the expense of finding sustainable solutions to the problems they face.

We do not believe the two are mutually exclusive – we will always look for ways to promote our sustainability agenda even if there are no requirements to do it, simply because it is the right thing to do.

Our year in review



Environment

Carbon intensity for 90% of locations¹
155.7 tCO₂e/USD 1m (baseline)

Mogadishu carbon footprint
-20.7% year-on-year decrease

Introduced standard operating procedures to report Scope 3 last mile logistics from 2023

Began measuring all waste as it exits our operations



Social

Staff
1,368 average (2021: 1,169)

Local labour participation
51% (2021: 42%)

Local staff promotions
4% (2021: 5%)

Gender ratio
15% female staff (2021: 13%)

Local procurement
56% (baseline)



Governance

Female Directors
29% Chair and CEO (2021: 29%)

Established our ESG Committee

New KPIs introduced across primary and secondary ESG focus areas

Established client selection process for all commercial contracts over USD 500,000

¹ Mozambique has been placed outside of scope due to our principal project with The Afungi Liquefied Natural Gas Plant Project, Cabo Delgado, being put on hold following the insurgent attacks in 2021.

COO foreword

Lars Narfeldt



We are pioneering sustainability in our industry and consider ourselves leaders in this area in our marketplace. Sustainability has always been part of RA.

Our approach was formalised in 2018, when we set out our sustainability agenda, working with clients to enhance the lasting and positive legacies we all leave on local communities whilst minimising environmental impacts. It is not always possible to do this, and critical situations can demand that speed and cost of delivery are prioritised. But attitudes are changing and our early investment in this area is gaining increasing recognition amongst our clients – to all our benefit.

We've built RA International on honesty, transparency, equality, and a belief in doing things right and adhere to international laws and regulations relating to health and safety, and anti-bribery and corruption. This has always been our philosophy and sustained us through two very challenging years which were impacted by COVID-19 and an insurgent attack in Northern Mozambique which prevented us from executing a major project. In 2022, we focused on building back, resuming hiring local people which had been restricted during the pandemic to contain the spread of the disease. I am pleased to report that the number of local employees working in our operations is returning to former levels. Furthermore we were able to redeploy some members of our Mozambique team to international positions.

During this time, we also saw a shift in our clients' approach with the widening adoption of ESG considerations and greater awareness of how our efforts can help them meet their own sustainability objectives. The change coincides with an adjustment to our own corporate strategy to dedicate more resources to building relationships with UK and US Government departments. For example, our environmental efforts in Somalia led to an invitation for us to present on energy-saving measures to the UK Ministry of Defence ("MoD"). Opportunities like this help to cement our customer relationships which lead to invitations to bid for and opportunities to win new contracts. One example is the redevelopment of the UK High Commission in Gaborone, Botswana on behalf of the UK Foreign, Commonwealth and Development Office ("FCDO").

This incorporation of environmental and social outcomes in contracts is only going to become more prevalent amongst our customer base as they become more aware of the part they must play in reducing global carbon emissions. We will keep pushing the boundaries, testing new technologies and different methodologies to remain leaders in supporting our clients to deliver their projects in ever more sustainable ways.

In light of the two previous years, we have recognised the crucial role mental wellbeing amongst our staff has in the delivery of our services. Many of our international staff live and work for prolonged periods away from home and their families. Whilst we already have one of the more generous rotational leave schedules in the industry, we are paying particular attention to how we can improve our employee practices and enhance our pastoral care. To help us further, we conducted an Employee Engagement Survey in December 2022 amongst our international staff which has helped identify areas where we can make targeted improvements.

I would like to take this opportunity to thank our former Sustainability Manager, Vera Karmeback, who, through her enthusiasm and determination, ensured that sustainability was placed front and centre of our business. Shortly before her departure last year after seven years with us, Vera was celebrated as a 2022 SDG Pioneer for Gender Equality by the UN Global Compact. While a personal achievement, the award recognises her perseverance in bringing greater focus to RA's sustainability agenda. Amongst numerous initiatives, Vera championed low-carbon technologies and choices, and set strategies to increase female representation in our workforce and local staff promotions. I wish Vera all the best for the future and know that she will continue to be a catalyst for positive change. I would like to welcome Katarzyna Evans who takes over as our Head of Sustainability and continues the progress made in this crucial aspect of the business.

Having completed a materiality refresh in 2021, our priority in 2022 was to train managers in our new strategy and to set KPIs for our primary and secondary focus areas of activity. For some KPIs where we had baseline data for 2022, we are reporting these KPIs along with targets, where appropriate, to focus our efforts. For some KPIs we felt we were not able to set targets until we start to see year-on-year trends and do more research into industry standards. We especially

COO foreword

want to ensure our targets are ambitious yet realistic, considering the challenging environments where we work, and the complexity of the business.

For the first time this year we were able to collect emissions data for over 90% of our operations, and therefore we are presenting our Company-wide carbon footprint in this report.

We have decided this year to report our environmental data per USD 1m revenue rather than per resident. Reporting in this way will give greater context due to the project-based nature of our business and the fluctuations in personnel we experience due to this. By using the metric of USD 1m revenue, we hope to be able to analyse our carbon intensity more effectively as the business grows, regardless of the types of contracts we win.

We are also in the process of developing our net zero roadmap. We recognise that initially we are likely to make fast progress, but thereafter advances will slow as our sector will need significant technology innovation that doesn't yet exist, particularly around our reliance on diesel-generated power.

We have much to look forward to, including introducing ways to capture data that will allow us to set baselines for new KPIs, as well as developing methods for monitoring and responding to the mental wellbeing needs of our staff. Our Group strategy to increase our work with western Governments is taking us into more territories which will pose new challenges as well as opportunities in our environmental and social efforts. We will continue to lead by example and highlight what is possible when we all share similar values and work together for positive change.



Lars Narfeldt | Chief Operating Officer

25 May 2023



We are a signatory of the United Nations Global Compact which sets out Ten Principles that closely reflect our own philosophy, standards, and values.

Stakeholder engagement

In 2022, the Company made a key strategic decision to focus future growth on US and UK Government department contracts as a prime contractor, whilst still maintaining and developing relationships with our humanitarian customer base.

We made key appointments aimed at fostering relationships with these target customers and established offices in the UK to aid business development. We also established an ESG Committee in response to shareholder feedback to help further shape the sustainability agenda and provide added oversight.

More information on how we engage with stakeholders can be found in the 2022 Annual Report.



Employees

Our employees are one of our primary assets, are integral in achieving our goals, and are a key resource in delivering our services. We are an inclusive employer that embraces diversity and offers rewarding careers to both international and local staff.

Key sustainability concerns

- Fair and timely pay
- Diversity, inclusion, and equal opportunity
- Involved leadership
- Occupational health and safety
- Mental wellbeing
- Training, skills development, and education
- Promotion opportunities and career development
- Wider education on sustainability issues such as climate change, water scarcity and waste management, to increase understanding, and help embrace change
- Community engagement and local support

Actions in 2022 in response to stakeholder feedback

- Continued to centralise and formalise training and development for all employees.
- Rolled out a staff survey to understand how well we are addressing our employees' key concerns and areas we might need to target.
- Recognising the importance of mental wellbeing, we have built this into the remit of our Board-led ESG Committee to ensure strong oversight of initiatives in this area.



Customers

We work with customers that share our values. Our customers are made up of UN organisations, NGOs, western Governments, and select commercial businesses working predominantly in the natural resources sector.

Key sustainability concerns

- Sustainable solutions integrated within bids that supports our customers' own Scope 3 carbon emission reduction targets
- Legal and regulatory compliance
- Upholding ABC, labour, and human rights
- Supply chain due diligence
- Health and safety
- Commitment to net zero

Actions in 2022 in response to stakeholder feedback

- Introduced Client Impact Assessments as part of our client selection process to make sure our values are truly aligned.
- Joined the Carbon Disclosure Project ("CPD"), a global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. The disclosures made through CDP include the governance of climate issues, risks and opportunities, business strategy, and performance based on greenhouse gas emissions and mitigation measures.

Stakeholder engagement



Suppliers and partners

Our suppliers and partners consist of international organisations, as well as local and regional suppliers, supporting us in meeting our requirements on the ground, delivering essential materials, equipment, food, and services.

Key sustainability concerns

- Demonstrate the benefits and competitive advantage of sustainable solutions
- Understand RA's sustainability goals in order to adapt products and services
- Health and safety
- Prompt payment of invoices

Actions in 2022 in response to stakeholder feedback

- Appointed a new Procurement Manager and centralised procurement management to regularise local and international supplier contracts.
- Introduced procurement KPIs to grow the proportion of materials supplied locally and we are currently in the process of introducing Supplier Impact Assessments as part of our supplier selection process.



Local governments and communities

We operate side by side with local communities and work with local governments to secure any necessary permits and permissions.

Key sustainability concerns

- Regulatory compliance
- Client and supplier due diligence
- Local employment opportunities
- Economic development through the support of local procurement and local enterprise development
- Community support and engagement with charitable organisations
- Local government engagement

Actions in 2022 in response to stakeholder feedback

- Heightened our strategic focus on government department work and made key appointments to strengthen our ability to partner with government clients.



Investors

Our investors have provided capital for growth, are a potential source of funding for future expansion opportunities, and are an important source of feedback on our business model and strategy. The Board aims to maximise shareholder value in a sustainable manner.

Key sustainability concerns

- Client and supplier selection and due diligence
- Increasing disclosure with regards to supply chain, material impacts, policies, and audits
- Impact investment opportunities
- Rising expectation of investment alignment to the Paris Agreement and commitment to net zero across RA's entire operations
- Management of sustainability-related risks arising from changes in legislation and regulation

Actions in 2022 in response to stakeholder feedback

- Included a summary of this ESG Report in the Group's 2022 Annual Report.

Sustainability strategy

The success of RA comes from making the right decisions about where to prioritise our effort, and from operating responsibly and sustainably. The environmental, social and financial impact of the decisions we make, is embedded deeply in our culture and operating procedures.

Environment

Managing our resources efficiently

Why it matters

There is no escaping the serious supply and logistical challenges of operating in remote and 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.

Social

Making a positive impact on people and economies

Why it matters

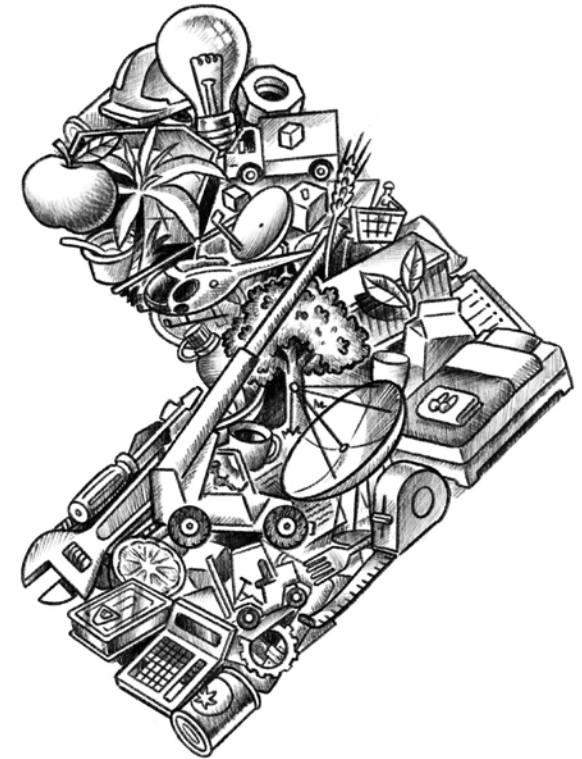
We are acutely aware of the impact our operations can have on employment, skills transfer, and the creation of opportunities in local communities and economies. By employing and upskilling local people, we leave a lasting impact in the regions in which we operate.

➤ Governance

A culture of responsibility and accountability

Why it matters

It is essential that we comply with relevant laws and regulations, treat people with respect, and behave with integrity as well as sensitivity towards local customs. We firmly believe that all our employees have the right to decent work, in a safe and secure environment.



Our material issues

In 2021, we carried out a materiality refresh to provide us with the rationale for our sustainability operations and communications until 2024, when the exercise will be repeated.

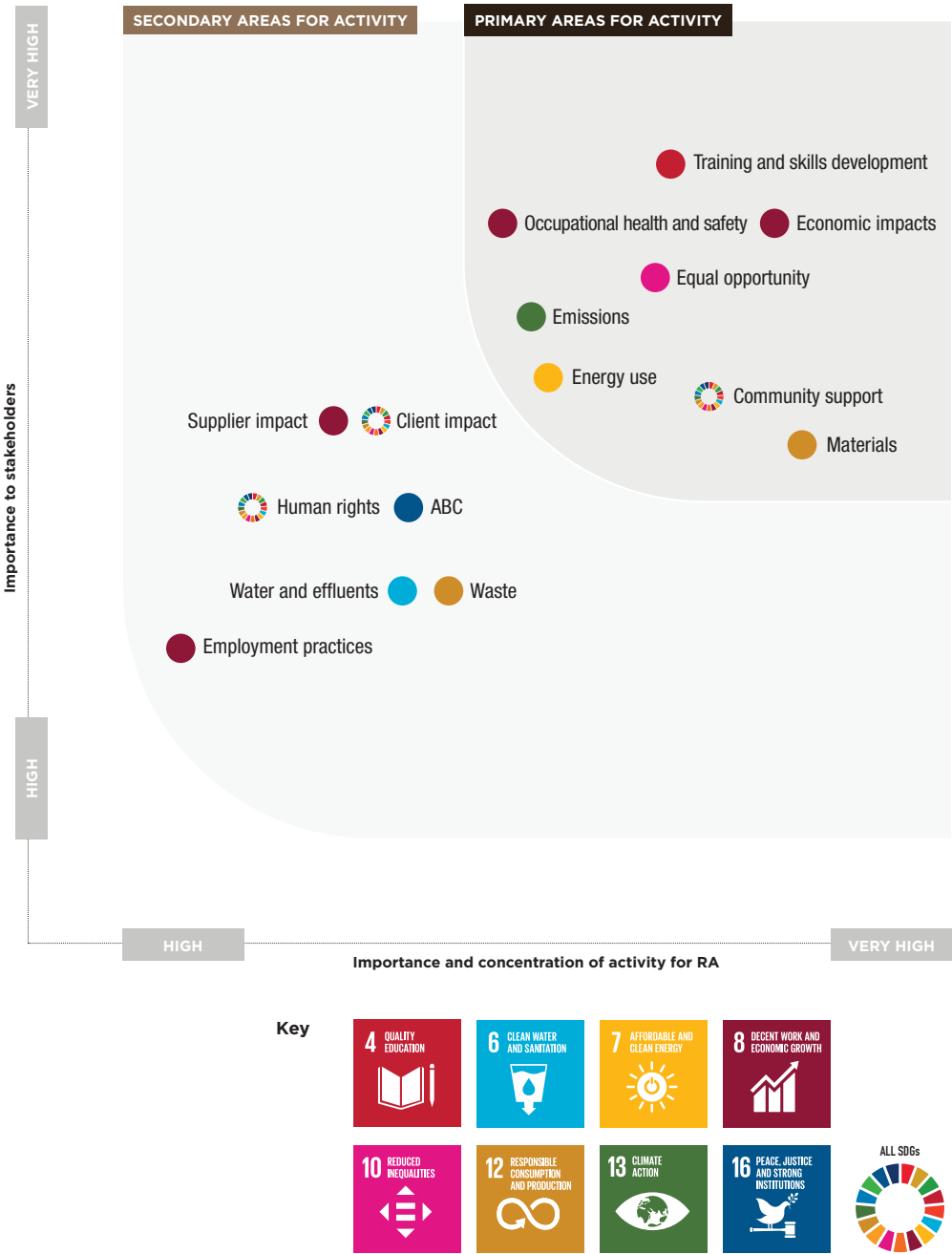
Following feedback, we have re-categorised our material issues into primary and secondary areas of activity.

Our primary areas of activity are those identified as areas that require detailed disclosure due to their importance to our stakeholders. We consider our secondary areas of activity equally important. For both, we assign KPIs, targets, and reporting schedules where appropriate, and named individuals responsible for their management.
















Sustainability risks and organisational boundary

When plotting RA’s materiality matrix, we take into consideration our key sustainability risks, which sit within RA’s Corporate Risk Management System (see page 28 for further information). Our environmental and social activities and governance process are designed to limit, mitigate, or manage potential sustainability risks. We concentrate our activities on topics where we can have the most impact and those that are critical to the long-term economic, social, and environmental sustainability of the Company.

As we track more data, we need to ensure that we use comparative and consistent methods across our activities. We focus on areas where we can have a direct impact so we can make better decisions, set clear targets, and allocate budget to projects appropriately. In areas where our business is closely linked to our client’s activities, we seek to influence only as we cannot control outcomes in the same way.



Material topics

PRIMARY AREAS FOR ACTIVITY		SDG TARGET
Training and skills 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
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
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 and safety of our staff and those we work with is therefore a high priority. The COVID-19 pandemic has focused our attention on the mental health of our staff and on the protection of our staff and communities from disease.	 8.8 Protect labour rights and promote safe and secure working environments for all workers
Economic impacts	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
Materials	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
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
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
SECONDARY AREAS FOR ACTIVITY		SDG TARGET
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
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
Client impact	We work with clients who share our values and we consider "whole project" impacts in addition to our own direct impacts.	 ALL
Waste	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
Human rights	We uphold and advocate for human rights in our sphere of influence.	 ALL
Anti-bribery and corruption ("ABC")	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

Environment



Environment

➤ Managing our resources efficiently

We focus on whole-life cycle impacts, operating in a way that saves both money and the environment.

We recognise RA’s contribution to climate change and consider the environmental impact of all our activities from the outset.

The Company relies on innovation, either through behavioural change, new processes, or new technology, to achieve its environmental reduction targets. To ensure the best outcomes, innovations are piloted and tested rigorously before being rolled out across RA’s operations.

RA’s environmental management system is certified to ISO 14001.

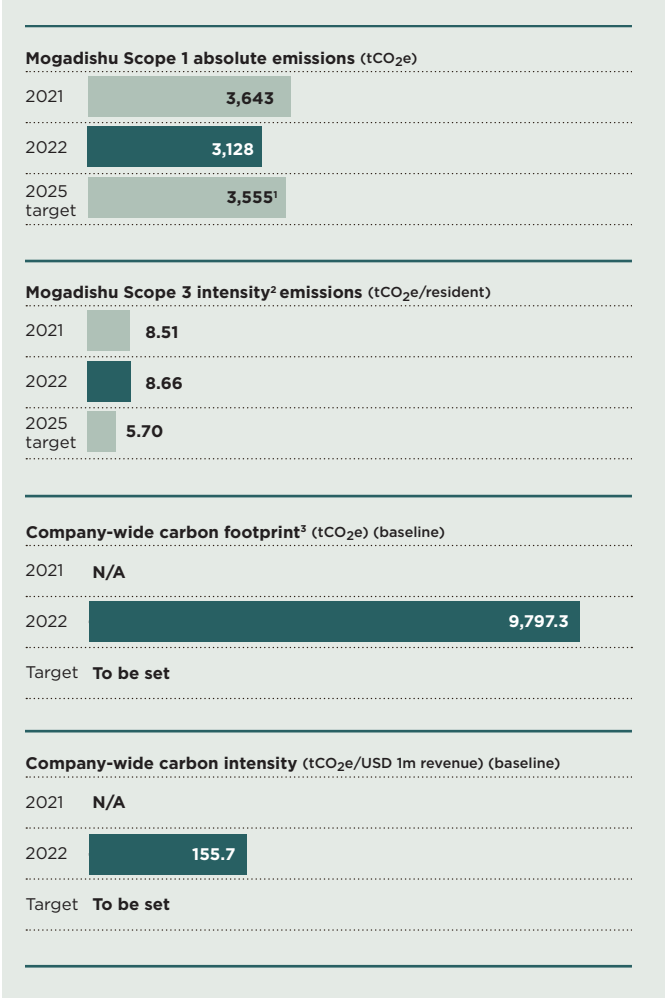


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Environment

Carbon emissions



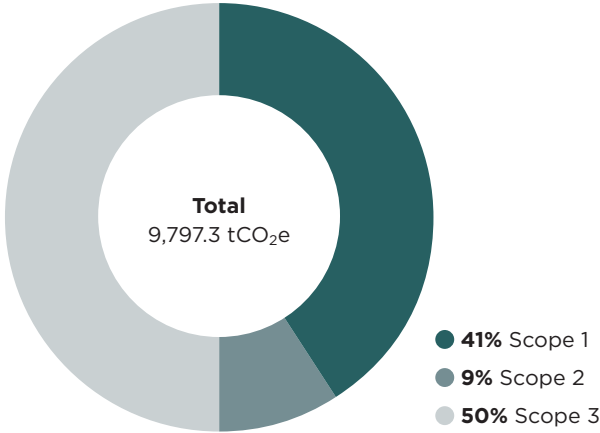
We are aware that we have relatively high carbon emissions since over 80% of the power we generate in our temporary camps comes from diesel generators. We wish that this isn't the case but grid power often isn't an option in many of the countries and regions where we operate. Even where there is an option for grid power, it tends to be unreliable with load shedding and forced power outages. When setting up temporary camps in emergency situations and remote locations we need to have a source of power that is easily procured, transportable, and maintained. Our operations team evaluates the best options on a case-by-case basis, and where we have more permanent camps, we install renewable energy options such as solar panels for electricity and solar water heaters. Due to the environments and the situations we work under, our Scope 3 emissions are also comparatively high, and includes a larger number of rotational flights for our international staff as well as the meals prepared when most of our workforce live on site throughout projects.

We have been calculating our carbon footprint since 2019. Our data is independently verified by the UK-based environmental consulting firm, Green Element, using GHG Protocol, the world's most widely used greenhouse gas accounting standard. Each year we have added countries of operations and additional Scope 3 emissions as data becomes available. This year we have added six sites in Somalia as well as our country support offices in Benghazi (Libya) and Bangui (Central African Republic).

Our 2022 carbon footprint covers over 90% of our locations¹, so for the first year we are presenting our Company-wide carbon footprint to our stakeholders.

At the same time we want to move away from measuring our overall emissions per resident since resident numbers fluctuate greatly each year depending on the types of projects we are working on and the extent to which we can employ local staff on any given project. Instead, we will measure our intensity emissions per USD 1m revenue². This new approach will help us to understand our carbon emissions as our business grows and will also support us in comparing our emissions with others in the industry.

Breakdown of Company-wide emissions by Scope



¹ See page 16 for more information.
² Whilst we will be moving to a revenue intensity metric for our Company-wide footprint, we will continue to use emissions per resident for our Mogadishu science-based target reduction plan.
³ Mozambique has been placed outside of scope due to our principal project with The Afungi Liquefied Natural Gas Plant Project, Cabo Delgado, being put on hold following the insurgent attacks in 2021.

Environment

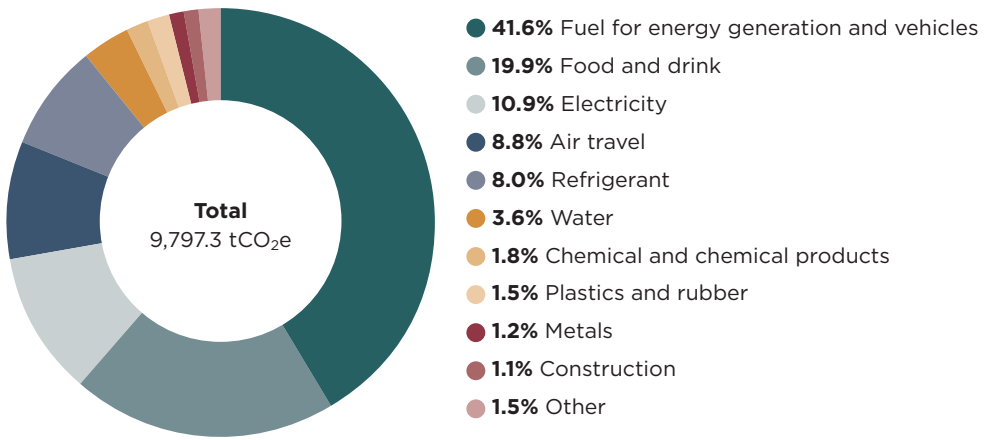
Carbon emissions

For 2023 we are working on creating standard operating procedures to record our Scope 3 last mile logistics. As a company, we are required to move materials around the world, at times by air freight when we are moving goods to areas with limited infrastructure and high security risk. We are aware that these activities are highly carbon intensive and should, therefore, be reflected in our footprint.

We will be analysing our operations to ensure, once last mile logistics is in place, we are now covering all relevant Scope 3 emissions for our operations. We are also in the process of developing our net zero roadmap in the context of the complexity of our business and the challenges we face. We recognise that initially we are likely to make fast progress with our carbon reduction plans, but thereafter advances will slow as our sector will need significant technology innovation that doesn't yet exist.

We have not yet set targets for our Company-wide footprint. Our strategy is to continue with our Mogadishu science-based target reduction plan which we set in 2020, whilst we build on our Scope 3 emission data collection to ensure our overall footprint is robust and, at this point, we will look to set Company-wide science-based targets.

Breakdown of Company-wide emissions by activity



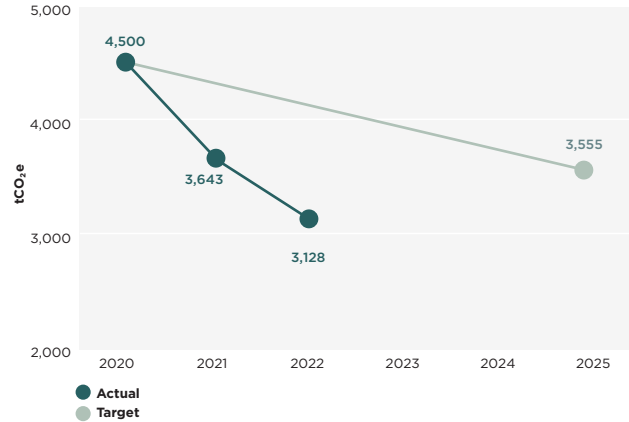
Joining the Carbon Disclosure Project (“CDP”)

For the first time this year, we are disclosing our environment and climate impact through the CDP, a global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. The disclosures made through CDP include the governance of climate issues, risks and opportunities, business strategy, and performance based on greenhouse gas emissions and mitigation measures. Submitting to the CDP has helped us identify the areas we need to focus to continue to manage our carbon emissions effectively, mitigate our climate change related risk and maximise the opportunities.

Environment

Mogadishu science-based target progress

Scope 1 absolute emissions¹



Base year 2020 tCO ₂ e restated	Current year 2022 tCO ₂ e	Percentage reduction since 2020 baseline	2025 target tCO ₂ e restated	2025 reduction target
4,500	3,128	-30.5%	3,555	-21.0%

Our Scope 1 emissions for 2020 and 2021 have been restated due to an amended refrigerant calculation method. Previously, it had been thought that only a portion of the total amount of refrigerant gas issued to each site was used to replace gas lost to the atmosphere via leaks in our equipment each year. Owing to a greater understanding of our operations, we now know that nearly all of the refrigerant gas issued to each site was used to top up leaks in our equipment from 2020 to 2022. This has resulted in an increase in our Scope 1 emissions which we have retrospectively recalculated for 2020 and 2021.

It is important that we accurately capture GHG emissions from our refrigeration systems because refrigerant gases have a very high global warming potential. It is our aim that these types of improvements in our understanding of our own operations and access to more granular data will increase the accuracy of our carbon footprint, allowing for even more targeted reductions strategies.

We have made strong progress in reducing our Scope 1 emissions by 30.5% compared with the 2020 baseline. We are pleased to have met our 2025 Science Based Targets initiative ("SBTi") target of 21% three years early. However, we are aware that our baseline was taken before the installation of our solar facility. Much of this decrease, therefore, is due to the addition of this renewable energy stream into our Mogadishu operations as well as a change in resident numbers at the compound. To continue this trajectory and reach the 2030 target of a 42% reduction, we must find additional innovative ways to reduce our reliance on diesel-generated power.

-20.7%

Mogadishu total carbon footprint for 2022 was 6,027.8 tCO₂e

(2021: 7,602.0 tCO₂e)

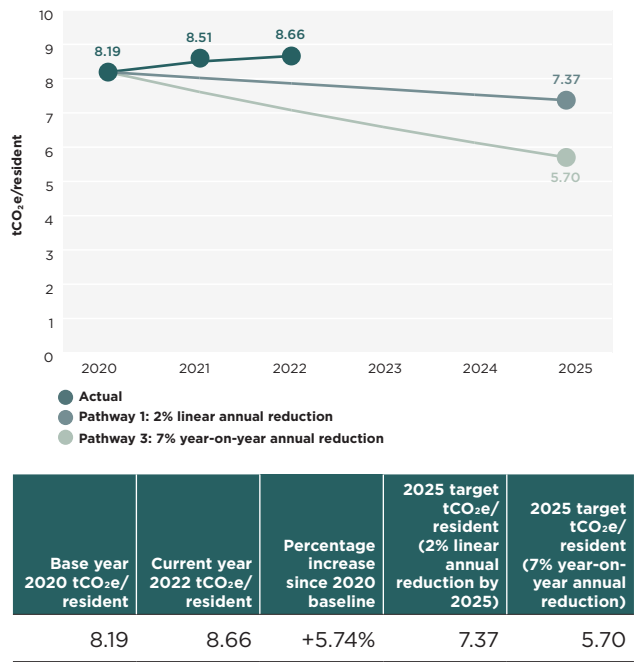


¹ We generate all our energy in our Mogadishu operations, so we have no Scope 2 emissions.

Environment

Mogadishu science-based target progress

Scope 3 intensity¹ (emissions per resident² excluding leave travel)

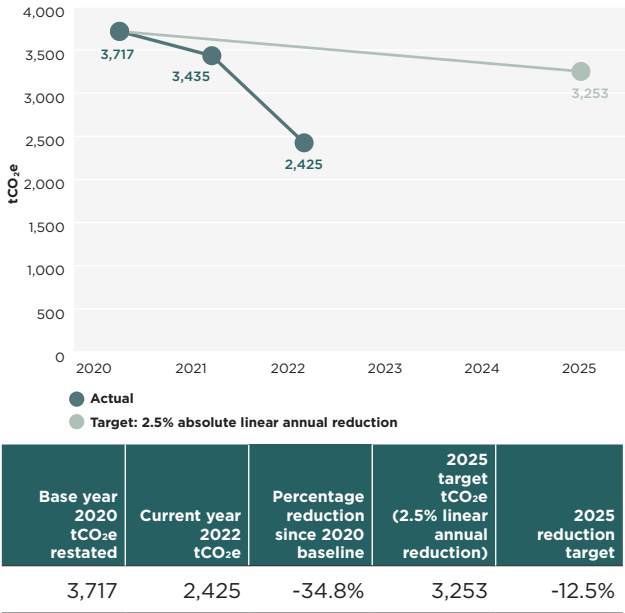


In 2022, the SBTi updated its Scope 3 target guidance in line with the latest climate science, meaning 7% year-on-year reduction in intensity is now required for near-term targets. Our original target was 2% per annum, equating to a 10% reduction by 2025. We will continue using the 2% per annum pathway as an internal target but have restated our data to track against this new 7% year-on-year requirement.

Scope 3 emissions per resident (excluding non-business-related travel) increased from 8.51 tCO₂e in 2021 to 8.66 tCO₂e in 2022, an increase of 1.7%. Compared with the 2020 baseline, there has been a rise of 5.7%.

We are not surprised by the rise in our Scope 3 intensity figures, considering the changes in our average resident number for the 2022 period (280: 2022 vs 404: 2021). Whilst some emissions reduce as resident numbers fall, our sites will always have a base operating requirement. We are committed to meeting our science-based targets so we must continue to analyse these emissions and make progress. This coming year we are keen to take a closer look at our food and beverage breakdown, particularly red meat consumption, as we know that over 40% of our Scope 3 emissions for Mogadishu come from these food and beverage purchases.

Scope 3 absolute emissions (excluding leave travel)



This year we decided to also analyse our Scope 3 emissions on an absolute reduction basis as we thought it would be insightful to see how we would have performed if we had taken the decision in 2020 to set targets on an absolute basis. The results demonstrated that we would have surpassed the required SBTi target of 12.5% by 2025 with a reduction of 34.8% since 2020.

¹ Includes indirect emissions for goods and services purchased to carry out our activities, notably emissions from food and drink, business air travel, and construction costs.
² Average number of residents in Mogadishu: 2020: 454, 2021: 404, 2022: 280.

Environment

Energy consumed

Energy consumption intensity (MWh/USD 1m revenue) (baseline)	
2021	N/A
2022	83.9
Target	2% reduction per annum
Energy self-generated from renewable sources (%)	
2021	3.4%
2022	3.0%
Target	To be set

Our aim is to improve energy efficiency across our operations, increase the percentage of energy generated from renewable resources, and foster energy-conscious behaviour amongst our staff and clients. As equipment needs to be replaced at RA facilities, we always attempt to install energy-efficient options such as solar water heaters and inverter air conditioning units. Where appropriate, we also ensure that we include renewable energy options in all our client bids that involve energy infrastructure.

In 2022, we generated 79.2% of the energy used across our operations ourselves, of which 3.0% was generated from renewable sources. This renewable energy comes from our solar panels in Mogadishu. At these facilities, solar produced 127 MWh during the 2022 period. Towards the end of 2022 our solar panels were reconfigured to optimise performance, so we hope to see our solar contribution increase in 2023.

Waste

Managing waste in the places we operate can be very challenging due to a lack of infrastructure and limited facilities. Our approach is to make sustainable procurement choices where we can, to reduce the amount of waste reaching us in the first place and increase the amount of waste we compost or recycle.

As examples, we use biodegradable packaging wherever we can, reduce the amount of secondary packaging in our operations by packing containers as efficiently as possible, and minimise the use of single-use plastic such as water bottles.

In locations such as Mogadishu, where we have large catering operations, we are conscious that all our food needs to be shipped in. Our catering managers, therefore, design menus that ensure there is very little food waste, and that any waste is composted and used in the gardens and landscapes we maintain.

Our reverse osmosis ("RO") plant which produces drinking quality water has been working in Somalia since 2020 eliminating single-use bottled water unless specifically requested by guests. In other locations we are installing 18 litre refillable water dispensers while we explore RO options.

To ensure we are not producing unnecessary waste by ordering excess stock during construction projects, we have introduced new standard operating procedures that incentivise our project managers to be more conservative in their procurement. All stock, whether used or not, is charged to a specific project. Any stock remaining is warehoused and is available to other projects free of charge, again encouraging project managers to use current stock. From 2023 we are recording the over purchase of stock per construction project as a percentage of free stock to gain better visibility of waste per project.

Where there are recycling facilities, our on-site waste is segregated, and our food waste is composted. We use reputable local waste management companies, however we are also aware that in countries that lack infrastructure the majority of our waste goes to landfill or is incinerated.

Over the course of 2023, we are introducing weighing scales across all our locations so that all waste can be accounted for as it exits our operations. From 2024, this will enable us to understand truly what we are putting into local ecosystems and will help us set strategies to minimise the waste we produce.



Environment

Water and effluents

Water consumed ¹ (m³)	
2021	44,027
2022	35,921
Target	To be set
Water consumption intensity ² (m³/USD 1m revenue) (baseline)	
2021	N/A
2022	570.9
Target	2% reduction per annum

Water is extremely scarce in many of the locations where we work and we do what we can to manage and reduce our water consumption, including encouraging responsible behaviour. More often than, we have no access to mains water supply, so water is either drawn from boreholes or bought from third parties who deliver to our facilities in water bowzers.

To control water consumption, we use washing and dishwashing machines that incorporate water efficiency technologies and recycle grey water for construction projects and garden maintenance. All our sewage is treated and any water that is not recycled is drained into soakaways to limit any impact on the environment.

We also treat water to WHO potable water standards where we can to reduce plastic waste and costs associated with purchasing bottled water.

1 Total water volume including bottled water. Total water volume excluding bottled water for 2022 was 35,598 m³.
2 Including bottled water.



Hydroponic farming in Libya, anyone?

We face big challenges in fresh food security and logistics, particularly in remote and arid locations such as Libya. In 2020, our CEO identified hydroponic farming – a water-efficient method of growing plants in nutrient-rich solutions rather than soil – as an alternative to shipping in produce.

And so started a pilot project in Libya to determine whether growing our own might be a viable financial and environmental option. We built and designed our own 10m x 20m greenhouse, with the first seeds planted in mid 2021, focusing on understanding whether we could be self-sufficient in hard-to-get fresh items.

It has been a steep learning curve. From the best environments for seed growing, to seedling development and to plant growth, we’ve encountered problems with temperature, nutrient solution, power, direct sunlight damage, and pests. We’ve also explored designs for leafy vegetables, vertical growers, and large bushy plants to maximise yields. All the while using organic fertilisers only.

In 2022, we erected a second tent exploring Deep Water Culture designs which are proving excellent for lettuces. Disaster struck in early 2023 when massive storms shredded our original tent which we are rebuilding, but delaying the project.

The hydroponic pilot has confirmed that in some circumstances we can, and should, grow fresh produce for our local customers.

The project is moving into a “production” phase, growing only what we know can survive in harsh environments – crops such as tomatoes, dill, coriander, kale, spinach, cucumber, pak choi, and chillies do particularly well. We have recently installed and commissioned our own RO Plant which produces water for growing as well as WHO-standard drinking water. We are now investigating larger commercial units for greater output and will begin to explore whether our approach could benefit other locations.

Colin Bell | Country Manager
Libya

Environment

Materials

Our whole-life cycle approach aims to reduce the overall amount of materials we use and increase their longevity. For example, we are gradually replacing metal man-hole covers and drainage systems with fibreglass-reinforced plastic in Mogadishu. Although these have a higher upfront cost, they are longer-lasting and have minimal maintenance requirements, reducing overall the materials we use.

The biggest source of emissions come from our use of concrete and metals in our construction projects. We plan our structures in ways that help reduce the amount of concrete used by around 25% compared to conventional designs and reduce the amount of copper used by optimising the design of our electrical systems to reduce cable length and size. We also design our camps so that they can be relocated and reused.

We seek out and test low-carbon emission and sustainable alternatives at our own facilities when they become available to make sure that they stand up to the sustainability and performance claims they make. We find we have more discretion to implement sustainable material choices in our longer-term IFM contracts rather than in construction projects, where clients typically prescribe the materials we use. Nonetheless, we look for opportunities to offer our clients a range of options so that they can make their own decisions but realise that sustainable alternatives are not always practical or desirable.

As more of our clients set their own environmental strategies and targets, we believe low-impact alternatives will become more attractive. To record this, we have begun monitoring the number of times sustainable materials were listed in proposals. This year there were no requests for sustainable materials, however we understand the challenges our clients face when their priority is to respond to immediate needs in remote locations. We will continue to offer sustainable options in the hope that we can influence change and create sustainable opportunities.



Social



Social

Making a positive impact on people and economies

Investing in communities

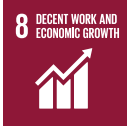
We want to leave a lasting legacy on the communities where we have projects. The greatest impact we can make is by providing local employment and offering equal opportunities to grow and develop skills through training and education. By taking this approach, we can have a direct economic impact on families and local communities.

“The war is over fast, but development takes time – that’s where RA is needed.”

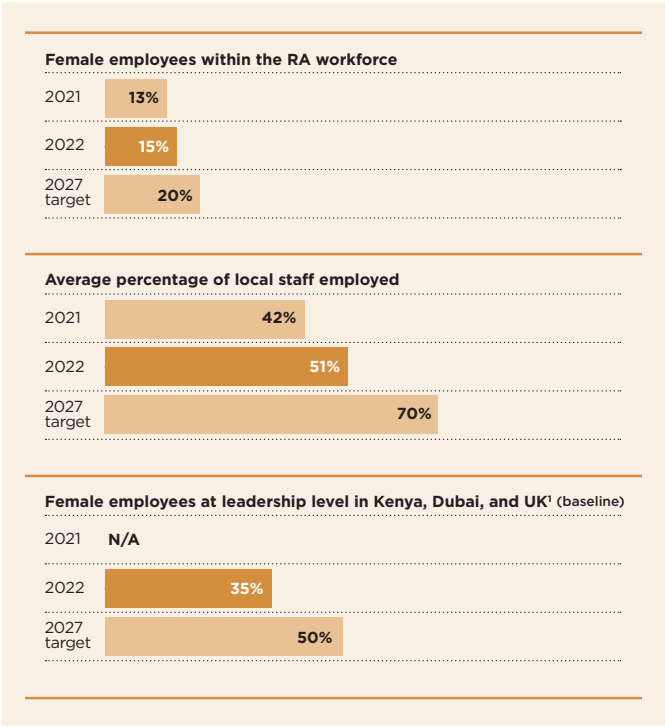
William Makuac Bol | Local community representative
South Sudan



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Equal opportunities



We have a diverse workforce of more than 45 nationalities and 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.

45+ Nationalities

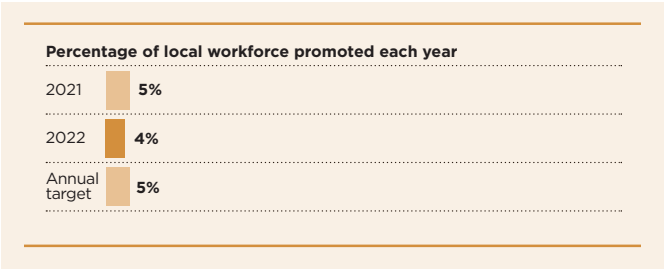
Last year, we reached our four-year goal to achieve 15% female participation from a baseline of 10% in 2019. In the context of our business, this is a considerable achievement where cultural barriers and the prospect of international staff spending long periods away from home in challenging locations can discourage women from working with us. This is highlighted in the breakdown of female staff by territory which is detailed on page 31 and illustrates how there is greater gender parity in locations such as Kenya and Dubai where female employees can continue to live at home.

Despite our best intentions, in 2022 we hired fewer women (7%) than planned. We are looking to reverse this trend by setting an ambitious female participation target of 20% by 2027 and taking action to make it more attractive for women to join our team. For example, in Somalia we are looking to expand our designated female facilities and have introduced a female wellness programme. To measure our success, we have begun tracking new employees by gender.

At the leadership level¹ we are targeting full gender parity by 2027 from 35% females in 2022 in Nairobi, Dubai, and Kenya where there are fewer security and health challenges for women. Notably our Chair and CEO, the Company’s two most senior leaders, are female.

Local labour participation – a cornerstone of our social ambitions – rebounded in 2022 but was still well below a peak of 69% in 2018. We believe we will be able to achieve our goal of 70% by 2027 as key clients continue to ease restrictions on local staff entering their camps in the post pandemic period. However, there will be short-term fluctuations at times when we enter new countries and build local teams. More information on how we define local vs. international staff can be found on page 31.

Training and development



Our aim is to offer long-term and rewarding careers to every employee. Promoting from within is a powerful tool for retaining our corporate culture, business continuity, and local development. On average we have promoted 3.5% of local staff each year over the last three years – exceeding our 2% target each year. Given our considerable progress in this KPI we have come to the conclusion that we can be more ambitious and have reset this target to 5% each year going forward.

We are currently rolling out a comprehensive and unified training and skills development programme across RA to make sure our staff have the necessary skills to carry out their work safely and to provide career development opportunities. All training is starting to be managed and logged centrally, rather than at the country level, so that we can begin reporting more accurately on the formal training we provide, including the number of hours of training each employee receives. We are also increasing our internship opportunities for local people to identify and support the next generation of employees.

1 Board, Executive Management Team, Heads of Department, mid-level management, and supervisory roles.

Social

Employment practices



RA has a strong reputation as a company that looks after its staff and is a good place to work. Our HR department is based in Dubai with local HR support in each country of operation.

For 2022 we have begun reporting the turnover of our international staff and plan to include local staff in our calculations in the future. The turnover rate of international staff for 2022 is higher than we would like and we are hoping to bring it back down to 8% or below by 2027.

Absenteeism amongst international staff was 1.8% of total working days. This was, in part, due to continued efforts in South Sudan following the introduction of the nurses' wellness programme which provides weekly check-ins looking at physical and mental wellbeing.

To gain a better understanding of attitudes amongst our international staff, we conducted an engagement survey at the end of 2022. This gave us a benchmark Likert score of 76%¹ on which we can build.

We scored well around diversity, corporate values, safety, and strong working relationships between peers and supervisors. Areas we believe we need to target include personal development, fostering greater trust between employees and management, and pay and benefits. We are committed to addressing these issues and are engaging with our staff through focus groups and targeted strategies. We will be conducting the same survey at the end of 2023 to monitor our progress.



Broadening horizons for local staff

We do all we can to support local talent and help individuals achieve their dreams and aim to transition local staff to the international team.

Martha Tingwa joined RA in 2020 as an intern to our HR department in South Sudan. An ambitious and driven employee, Martha was still pursuing her undergraduate degree in legal studies with a goal to become an attorney. After a successful internship, we offered Martha a full-time position while continuing to support her in her studies. Martha has taken every opportunity on offer, learning the workings of the local HR department and subscribing to our online education programme to extend her skills. She is now training in other Country Support Office Departments including finance and the health and wellness clinic.

1 335/670 international staff.

Occupational health and safety



We take a proactive approach to addressing the risks that can impact on the health and wellbeing of our workforce. Our health and safety management tool, MANGO, helps us to manage, report, and record all health and safety incidents at RA. The system is aligned with internationally recognised management systems and, as a real-time, cloud-based software platform, it provides accurate and timely reporting – an important factor when we are responsible for staff in extremely remote areas.

1 LTIR is an internal ESG KPI defined as lost time injuries including minor injuries.
2 In the coming months we plan to split these incidents into low, medium, and high incidents and want to complete this process before we set any targets.
3 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) is defined as reportable accidents multiplied by 100,000 and divided by the average number of employees. Included within the types of accidents reportable under RIDDOR are injuries to workers which result in their absence from work for more than seven days.

In 2022, we had no reportable LTIR under RIDDOR³ (2021: nil).

We continue to make improvements to our health and safety systems, introducing Company-wide standard operating procedures for risk assessments, preparation, and reporting to ensure that our approach is proportionate to the task at hand. MANGO is also proving a useful tool in setting standard procedures for repeatable activities which can be shared across our organisation.

For example, the installation of diesel generators is a common and frequent task which, if not managed correctly, can result in an environmental pollution incident. Following a minor contained leak of diesel from a newly installed generator, we have included a new SOP that ensures all generators are checked every two hours for the first 48 hours after installation. In total in 2022, we had three minor reportable environmental incidents in the form of accidental spills, for which corrections and preventative actions were carried out.

Having carried out a campaign to encourage reporting in 2021, the number of recorded near misses in 2022 remained the same at ten, year on year.

Security for our projects is a key focus for the Board. Each project undergoes a rigorous security-related risk assessment process and has security management and emergency response plans. All security incidents, however minor, are discussed in Board meetings and responding actions are carried out.



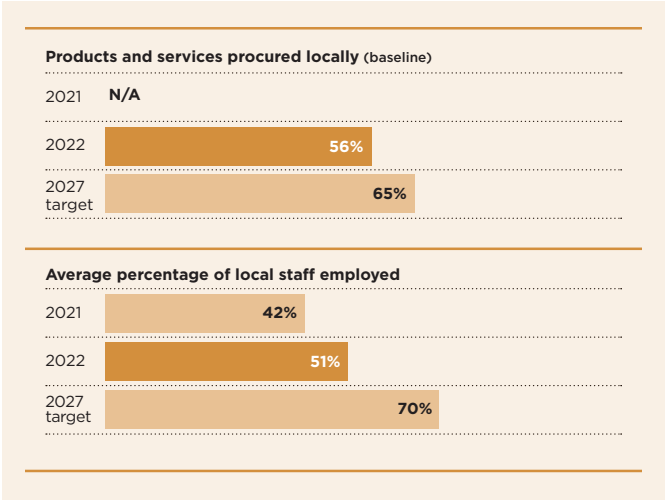
Spotlight on mental wellbeing

Our field staff often work in challenging environments, and away from home and families. For example, due to the remote location of our projects and the security clearances required, staff attend a project for three to four months at a time, with one month off. In light of this, we are acutely aware of our heightened responsibility to ensure the welfare of our staff and support their mental wellbeing.

This begins with providing medical cover, life insurance, as well as climate-controlled accommodation, catering, healthcare, leisure and entertainment facilities, and communication services.

COVID-19 shone a spotlight on areas where we could be doing better and as a result the new ESG Committee is taking action to help direct the Company's strategy in this area. Mental wellbeing is incorporated at Committee meetings and throughout 2023 additional consideration will be given to how we can make improvements in our provision to support mental wellbeing and how we can enhance pastoral care.

Economic impact



We are often supporting organisations while they carry out stabilisation efforts in conflict areas as well as post conflict rebuilding efforts. We do all we can to employ locally wherever possible and often bring in skilled labour from neighbouring countries where there might also be few stable employment opportunities.

We have long understood the benefits of local sourcing and we take every opportunity to do this. However, we are also conscious that we need access to reliable supplies that meet international quality standards and clients often stipulate the vendors we can use. In other cases, while we may be supporting a local supplier, the products themselves are likely to be imported particularly in regions where there is little manufacturing capability and quality cannot be guaranteed. Nonetheless, our commitment to local procurement supports economic growth through employment and taxes. We are looking to increase the percentage of products and services we procure over the coming years.



Community support

The diversity of projects we undertake means that every location has individual needs and therefore our principle is to do **What we can. Where we are.** We provide financial support, deliver charitable initiatives, and commit our time to community projects.

In 2021, we established that each local salary we pay in Somalia, South Sudan, and the Central African Republic supports an average of ten dependants, both direct household members as well as others. From this we discovered that 88% of households are on a single income, showing just how important our commitment to employing local people really is. We are preparing to carry out another survey as part of our next materiality refresh in 2024.

Our initiatives in 2022 continued to focus on supporting communities to respond to COVID-19. During the year we donated 150,000 high-grade KN95 face masks to health workers in South Sudan and Somalia.

Our team in South Sudan established a School Assistance Fund in Juba, donating over USD 6,000 and supporting 70 families in accessing education for their children.

Governance



Governance

A culture of responsibility and accountability

Sustainability and accountability are at the core of RA. The challenges we face, due to the environments in which we operate, are huge and complex. I am proud that RA is, relative to its peers, leading the way in “Doing business the right way”. This is exemplified by the ESG committee, which is led by me and comprises of three Board members.

A great deal of work has continued to be done behind the scenes to make sure we remain at the forefront of sustainability in our industry and that environmental and social considerations are embedded throughout our governance processes.

1. ESG policies and practices are designed to support sustainability strategy and promote value creation within a sustainable framework.
2. ESG performance is aligned to the Company’s purpose and values and is clearly linked to the successful delivery of the Company’s long-term strategy.
3. Emerging ESG issues, challenges, and opportunities relevant to the Company, its clients, and its suppliers are highlighted, assessed, and brought to the Board for advisory purposes and noting.

The Committee meets quarterly and is responsible for overseeing the Group’s sustainability strategy and execution. Sustainability is managed day to day by our dedicated Head of Sustainability and is also discussed weekly at EMT meetings and in formal quarterly meetings. This top-down and bottom-up approach ensures that challenges and opportunities relevant to the Company are brought to the Board’s attention and are supported further through our risk management processes which include key sustainability risks.

The additional oversight has highlighted the need to bring greater focus to the mental wellbeing of our staff. Whilst we do a lot of work through our employment practices and occupational health and safety systems, we are looking at ways to enhance our mental wellbeing provision and set metrics to measure our performance.

Since establishing the Committee, the Board has set its terms of reference, approved the focus area KPIs and targets, as well as established key policies in relation to client due diligence. The Committee is in the process of approving a more formalised carbon reduction plan, and supporting the development of mechanisms to understand better the impact of our sustainability efforts on our operational performance. We are cognisant of the need to set targets and are committed to set these realistically and robustly.

I am intensely proud of the commitment and engagement of our staff – who strive to put sustainability front and centre of all they do on a daily basis.

Sangita Shah | Chair



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Governance

Sustainability risks and organisation boundaries

RA's most significant sustainability risks are outlined in the risk matrix below and are incorporated within the Group Risk Register. The Group Legal Officer is responsible for maintaining the GRR and ensuring that appropriate risk management systems are in place to reduce, remove, or limit risk impact.

We concentrate our activities on the material topics where we can have the most impact and those that are critical to the long-term economic, social, and environmental sustainability of the Company. Since our business is often linked closely to our clients' activities we have clear organisational boundaries of what we can directly control and what we can influence only.

We are able to set targets for areas of activity where we have total or significant control. For example, we have full authority to make decisions on our own sites, and to our supply chain and governance processes. For these we set strategy and targets, gather data, and report on progress.

We have limited control over our clients' activities and therefore we influence activities by deciding who we work with, incorporating sustainability elements into client contracts, forming partnerships, providing advice, and leading by example. In these cases, we report through case studies.



The Group 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 451001:2018). These management systems stipulate consistent processes, fostering a culture of self-evaluation, correction, and continual improvement. RA uses a cloud-based software tool, MANGO, to support HSEQ compliance and management.

Full details of the Group's Governance systems are outlined in the Annual Report.



Governance

Supplier impact

Reported and upheld cases of human trafficking and child labour in our supply chain	
2021	nil
2022	nil
Target	nil

Our suppliers and partnerships consist of international organisations as well as local and regional suppliers. All our suppliers undergo a vetting and reputation screening process to make sure that they share our values and uphold our standards. Each year we ask our suppliers to renew their commitment to our supplier Code of Conduct and our managers conduct regular supplier visits to ensure compliance.

In 2022, we carried out reputation screening and risk assessments linked to high-value and high-risk suppliers, such as recruitment agencies, customs brokers, and other intermediary companies that represent RA. This included new checks to prevent human trafficking and child labour.

Whistleblowing

We encourage people to raise concerns and report any malpractice via an independent and anonymous whistleblower channel. In 2022 we conducted a Speak Up campaign emphasising that all cases remain anonymous and providing access to information via a smart-phone accessible QR code. Investigation of allegations is overseen by the Compliance Officer, supported by HR, the EMT, and line managers as required. In 2022, we received five complaints through the system. Following investigations, appropriate action was taken on three, and the remaining two were not pursued due to insufficient evidence.

Client impact

For all new commercial clients, we have begun carrying out detailed due diligence on new projects with a value of USD 500,000 or above. All clients undergo a values and reputational-based client impact assessment and we are also screening existing clients retrospectively. Our client selection process includes key sustainability indicators including social, environmental, and governance alignment as well as country-related risks. The outcome of these assessments is to establish a sustainability risk score for each client and project which allows us to design risk-controlling measures.

Our focus is on the positive social impact we can make when taking on projects, specifically through employment, as well as ensuring that any negative environmental impact has appropriate mitigation plans in place. We stand out as a business because of our commitment to giving local people employment opportunities wherever we can, and this is a key consideration when we begin working with new clients.

We maintain a list of industries and organisations, aligned to the UN Global Compact, with which we will not engage under any circumstances. This includes businesses engaged in the tobacco, ammunition, and armaments industries, as well as organisations and governments with links to terror, or with clear and documented evidence of human rights abuse, bribery, corruption, human trafficking, human slavery, money laundering, sexual exploitation, harassment, or discrimination.

We also consider carefully and carry out additional due diligence on industries with a significant negative environmental impact due to pollution, waste generation and/or emissions, such extraction and energy companies that are not transforming into integrated energy firms or do not have clear environmental and social strategies in place. We check all potential clients for instances of unethical and non-compliant behaviour and the actions taken to remedy and rectify reported cases.

Human rights, anti-bribery and corruption

Reported cases of harassment and discrimination upheld	
2021	nil
2022	nil
Target	nil

Reported cases of bribery and corruption upheld	
2021	nil
2022	nil
Target	nil

The Company's Code of Conduct sets out our approach to human rights and our stand against any breaches. These policies apply to our employees, service providers, and suppliers as well as clients and visitors to our sites. All policy documents are made available to staff in English, French, and local languages.

We provide regular training, Toolbox Talks, on-site visits, inspections, and communications on this subject. Our Compliance Officer, Donatella Farese, has provided strong leadership in ensuring all our staff are aware of their responsibilities, and has continued to lead training on RA's Code of Conduct and compliance awareness. All new staff are required to attend a mandatory induction programme which includes a session on RA's sustainability strategy as well as awareness workshops to ensure that behavioural standards are maintained. All our staff received refresher training in 2022 either in person or online.

In 2022 there were no reported cases of human rights abuses, bribery, or corruption.

Data



Data

Staff

1,368

Total staff

(2021: 1,169)

Average number of full-time workers employed in the Company over the course of 2022.

711 (51%)

Local staff

(2021: 494, 42%)

Average number of full-time workers employed in their country of origin over the course of 2022.

205 (15%)

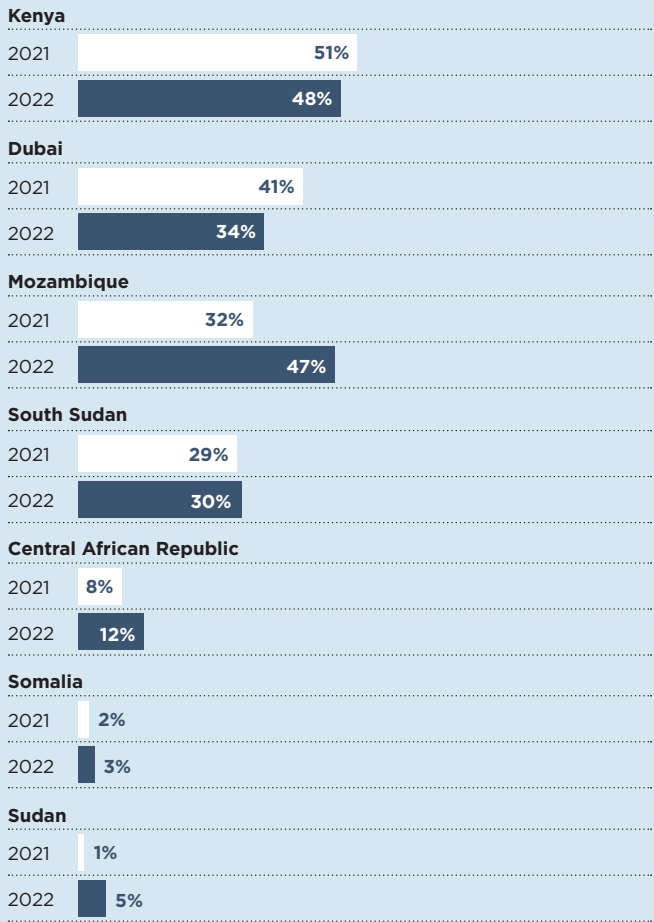
Female staff

(2021: 149, 13%)

Average number of full-time female workers employed in the Company over the course of 2022.

Female staff by territory

The following chart shows the average percentage of full-time female staff in 2022 and 2021 for countries where we have more than ten employees.



Deep dive: international vs. local labour staff

We define local staff as those who are permanently domiciled in the country in which they are working. Because we aim to provide long-term employment opportunities, a local employee can soon become a member of our international team.

When it comes to international staff, our workforce is made up of management and subject matter experts, as well as skilled workers. The latter makes up the majority of our international staff, working on construction projects or providing integrated facilities management services. This includes, machine operators, electricians, plumbers, construction workers, engineers, caterers, and medical staff.

Data

Carbon footprint¹

9,797.3 tCO₂e

Company-wide carbon emissions² (baseline)
(2021: n/a)

4,066.1 tCO₂e

Scope 1

846.9 tCO₂e

Scope 2

4,884.4 tCO₂e

Scope 3

155.7 tCO₂e/USD 1m
revenue

Company-wide carbon intensity³ (baseline)
(2021: n/a)

Water

35,921 m³

Water consumed (including bottled water)
(2021: 44,027 m³)

The total amount of water removed for use and not returned to its source excluding bottled water was 35,598 m³.

570.9 m³/USD 1m revenue

Water consumption intensity
(including bottled water) (baseline)
(2021: n/a)

2,458 m³ (6.8%)

Water recycled
(2021: 2,635 m³, 6.0%)

The total amount of water recycled, such as treated wastewater that is reused.

Energy

5,279 MWh

Total electricity consumed
(2021: 5,694 MWh)

4,181 MWh (79.2%)

Total energy consumed that is self-generated
(2021: 85.5%)

Of which:

4,054 MWh (97.0%)

Self-generated energy consumed through diesel generators

(2021: 4,703 MWh, 96.6%)

127 MWh (3.0%)

Energy self-generated from renewable sources

(2021: 164 MWh, 3.4%)

754 MWh (14.3%)

Energy consumed from national grid
(2021: 557 MWh, 9.8%)

344 MWh (6.5%)

Externally generated energy from diesel generators and consumed by RA

(2021: 270 MWh, 4.7%)

- 1 RA's carbon footprints include emissions from all measurable fuels, purchased products, energy, consumables, transport, and waste produced. Where data were not measurable, certain operations and activities had to be omitted or estimated. Freight of purchased products from point-of-sale to point-of-use was omitted due to insufficient data for across-the-board best estimates/calculations. Sizes and weight of some purchased items were estimated using standard size.
- 2 Emissions from 90% of locations. Mozambique has been placed outside of scope due to our principal project with The Afungi Liquefied Natural Gas Plant Project, Cabo Delgado, being put on hold following the insurgent attacks in 2021.
- 3 Emissions from 90% of locations divided by total revenue of USD 62.9m for the year ended 31 December 2022.

