



RA INTERNATIONAL

SUSTAINABILITY REPORT 2018



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Past & Current

Afghanistan, Cameroun, Central African Republic, Chad, Democratic Republic of Congo, Ghana, Kenya, Malawi, Mali, Mozambique, Niger, Oman, Senegal, Sierra Leone, Somalia, South Sudan, Sudan, Syria, Tanzania, UAE, Uganda.

RA Offices

-  – Group HQ in UK
-  – HQ in Dubai
-  – PMO in Kenya
-  – Country offices

CEO Foreword

From responsive to responsible
to sustainable



As our company has matured, so has our sustainability strategy, especially with regard to how we work with the Sustainable Development Goals (SDGs), the UN's blueprint to achieve a better and more sustainable future for all.

In 2018, we carried out our first materiality assessment. We understood from this exercise that a large part of our core business activities already contribute to the achievement of the goals and the targets which underpin them. We have a direct impact on three SDGs in particular – **SDG 4** Quality Education, **SDG 7** Affordable & Clean Energy, and **SDG 8** Decent Work & Economic Growth. In 2018, we revised our sustainability strategy to reflect this. (See more on page 6).

Our purpose

In 2018, we also defined RA International's purpose. This was partly prompted by the fact that we became a public company and faced new expectations from our investors. Importantly, we recognised the value of concisely formu-

lating *why* we do what we do. As RA continues to grow in the future, we believe our purpose will help maintain a sense of unity among all our stakeholders.

The process of defining our purpose involved company wide engagement as we discussed the validity of our ideas with RA employees in the field. You can read more about how we arrived at our conclusion "To deliver immediate results and lasting change" on page 7.

Capitalising on our skills

I am sometimes asked whether our expansion into the oil & gas and mining industries means we're shifting our focus away from the humanitarian sector. The answer is no, but we have seen that the extractive industries have many similar needs, so it is a question of capitalising on our skills and applying them to different sectors.

For example, we know that a key target for energy and mining companies is to increase local content. This harmonises with two of our focus SDGs – Quality

Education and Decent Work & Economic Growth – where we are dedicated to providing professional training and sustainable job opportunities to our employees.

Our experience and track record also indicate that there is scope for us to help mitigate the negative environmental impacts of these industries. The use of laundry technologies to reduce water consumption and the introduction of solar installations on site are just two examples you can read more about in this report.

The challenges ahead

While I am very proud of our successes to date, we do still face serious challenges - ranging from reducing the environmental costs associated with transporting supplies to camps in remote areas to cultural challenges such as attitudes towards health and safety.

2019 will be our baseline, target-setting year. As we gather more facts and figures, we can start to follow up and report on our progress in a structured way.

In closing, I would like to thank each and every one of our employees. They are the people powering our business forward on all fronts and I look forward to reporting back on the progress we've made together - consolidating our position as a reliable, trusted brand delivering strong growth in a sustainable way.




Soraya Narfeldt
CEO

Statement of continued support for the Global Compact

RA International became a signatory of the United Nations Global Compact in 2008. It was clear to us that the values embodied in its Ten Principles closely reflected our own philosophy, standards and values. We remain equally committed to these values today.

In 2018, we stepped up our commitment to the 'Participant' level, which means RA is more actively engaged with the Compact. We participate in its online learning Academy Sessions and attend the meetings held by its various chapters in Nairobi, Dubai and New York. We are an especially active member of the UNGC Local Network Kenya, where our CSR Coordinator is based.

This report serves as our annual Communication on Progress.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

COMMUNICATION ON PROGRESS

This is RA International

RA International is Africa's leading remote site service provider. We offer everything from the construction of camp facilities to integrated facilities management for clients operating in some of the world's most challenging environments. With operations across Africa, we are equipped to manage projects in any part of the continent.

We focus on providing remote site solutions to humanitarian organisations as well as to clients in the mining and oil & gas industries. We have successfully executed projects in Afghanistan, Chad, South Sudan, Uganda, Kenya, Somalia and many other countries over the last fifteen years.

Our customers are mainly NGOs, governments, and private enterprises and include the United Nations, World Bank, African Union, several Western governments and publicly listed companies.

We work on many fronts to ensure that our business benefits people living in the areas where we operate and

does not harm their environment. That means using natural resources economically, showing respect for the planet as well as for our customers' costs.

When setting up in new locations, we create a strong connection to the local community and do our utmost to ensure everyone gains from RA's presence.

When it comes to handling the many challenges of remote facilities management, our company motto says it all:

We deliver. Regardless.

Founded 2004

Present in more than 10 countries

600 international staff

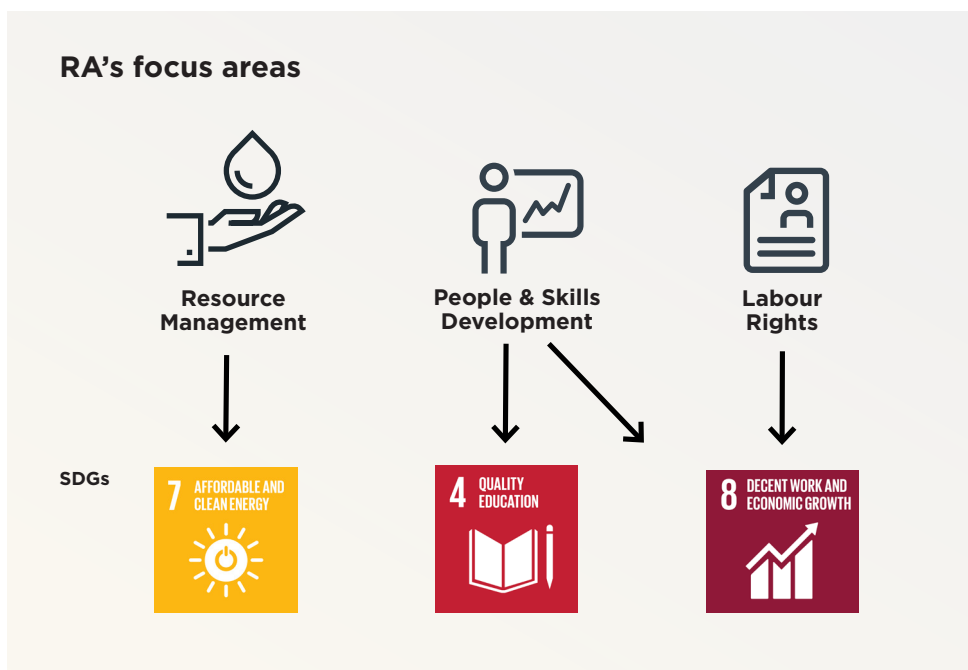
1,300 local staff

3 working languages

(English, French, Arabic)



Strategy & Purpose



At RA International, we are acutely aware of the impact we can have on a community's or a region's wellbeing and on the economy in general.

Since our inception in 2004, a key part of our business model has therefore been to act responsibly and make a meaningful contribution, whether that meant providing stable employment, improving workplace conditions, promoting equality and diversity or creating opportunities for people to develop their skills.

In 2018, we re-assessed our approach to sustainability with a view to integrating our strategy with the company's core business activities and aligning ourselves with the UN's Sustainable Development Goals (SDGs). We realised that we needed to set clearly defined targets in order to increase the positive impacts and diminish the negative impacts of our operations.

Establishing a baseline

In 2018, we conducted a materiality assessment with the support of experts

from the sustainability advisory group One Stone. They have an impressive track record in helping well-known organisations such as Carlsberg Group, Ericsson, Sydney Opera House and the Scotch Whisky Association develop their sustainability strategies and align them with the SDGs. We felt confident they could deliver real value to RA, and we were not disappointed. They helped us identify not only the most relevant and crucial topics for our business but also the risks and impacts. Together, we narrowed down our sustainability priorities to three areas: People & Skills Development, Labour Rights and Resource Management (See related sections on pages 9, 13 and 16).

In the coming years, we will be concentrating our efforts on these three focus areas and striving to amplify our positive impacts. During 2019, we plan to set measurable targets for each area and devise action plans to achieve them. Thereafter, we will track improvements against 2019, and monitor our progress year on year.

Strategy & Purpose

Management approach

In 2018, we formed a working group, consisting of five RA global employees, to evaluate the environmental impacts and efficiency of all our ongoing operations. The executive management team (EMT) approved the group's formation and provided criteria for the practical proposals emerging from its research. Besides making our operations more sustainable, all proposed initiatives must be practicable, easily communicated and improve our and our customers' bottom line.

Based on their findings, the group will be tasked with setting RA's sustainability targets for 2020 and beyond. The Board of Directors will first need to approve these targets, then the EMT will propose measures that lead to their attainment. KPIs will be set for each country and department, while actions to deliver them will be driven by the relevant country manager or department director. As sustainability is now an integral part of everything we do, it will be taken into account when formulating the KPIs of individual employees.

Continuing to do 'what we can, where we are'

In addition to the contributions we make through our core business, RA will of course continue to contribute to community projects and reinforce our working culture via specific training on our policies and Code of Conduct. This is what we have previously referred to as doing 'what we can, where we are'. (Read more on pages 22 - 23).

Defining our purpose

Part of the strategy review process carried out in 2018 was to define our company's purpose. Following a process of internal consultation, we decided on: "To deliver immediate results and lasting change."

This statement resonates with our idea that the work we do should not only deliver business results for our clients, but also have an enduring positive effect on local communities. It serves as a guiding star that we hope will help our managers and teams prioritise correctly when faced with difficult choices. Our purpose also helps unify us and makes our daily work more meaningful.

Not least, it has an impact on the way other people perceive us.

During 2019, we will be introducing our purpose across the organisation and making it an integral part of the induction training given to new employees.

"To deliver immediate results and lasting change."



Positive long-term change - always a core driver

Our approach to sustainability builds on the thinking of our founder, Soraya Narfeldt. She has always believed that business has a leading role to play in the development of emerging economies and driving positive change on the ground.

Our past actions include contributions to the Women of Hope support programme, providing widows with direct employment and training in Afghanistan, hospital cleaning and disinfecting to reduce patient infections in Chad, the construction of a community well in Bentui, South Sudan, and the provision of food to the leprosy community in Juba, South Sudan. These are just a few examples of what we have done to date.

How we work with the SDGs

To “deliver immediate results and lasting change” we depend on committed staff and reliable business partners to support our clients.

Our focus areas

Two of the three focus areas for our business - Labour Rights and People & Skills Development - relate to employees and businesses in our supply chain. The third focus area, Resource Management, is important because we want to run our business with minimal cost to the environment.

Connecting our focus areas with the SDGs

The UN’s Sustainable Development Goals (SDGs) are a call for governments, civil society, businesses and the general public to act to end poverty, fight inequality and tackle climate change. In order to explore the common ground between RA’s focus areas and the SDGs, we mapped our activities against the goals. We took the viewpoints of stakeholders such as customers, suppliers, employees and regulators into account, and considered both our

positive and our negative impacts. In total, we identified eight SDGs and ten targets to work with. These are illustrated in the diagram to the right.

As well as prioritising SDGs, we also considered how we could best manage them to maximise our positive impacts and minimise the negative impacts of our operations. The diagram shows how RA can:

1. Be sustainability leaders

Four targets within SDGs 4, 7 and 8 focus especially on developing skills, energy efficiency, encouraging enterprise and protecting labour rights.

2. Create positive direct or indirect impact

Five targets within SDGs 6, 8, 10, 12 and 16 guide our efforts to increase water use efficiency, eradicate forced labour, promote inclusion, minimise waste and spread ethical business practices.

3. Mitigate our negative impacts

Working with SDG 12 we will strive to use natural resources efficiently, and through SDG 13, play our part in keeping climate change in check.



People & Skills Development



Investing in the skills and development of the people working with us is not just good for our business but also reduces costs for our clients and makes a significant, positive impact on the communities we work in.

Our goal is to recruit and develop local people whenever this is practical and economically viable, and only to bring in staff from outside the country when the necessary skills are not available on the ground. In many cases our international staff then take on the role of mentoring and training local people to enable a gradual handover.

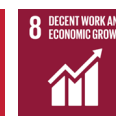
In this way, we are able to meet most of our labour needs and build the foundation for a long-term relationship with the local community, while also contributing to the targets of the UN's SDGs, as shown to the right.

Approach and actions

Through no fault of their own, many of our locally employed staff come to us with low skills levels. We therefore need to start with the basics and provide practical, on-the-job training so they can grow and progress.

Having been active in Africa for over a decade, we have had the privilege of seeing countless employees - who arrived at RA with neither skills nor experience - go on to build satisfying careers and prosperous lives.

The professional training we offer leaves an important legacy, as illustrated by our efforts in Mpoko in the Central African Republic where all together we employed 250 locals who had previously been part of a UN Youth at Risk programme. (Read the case story on page 10).



Connection with the SDGs

Our efforts to increase the number of people with useful skills contribute to SDG 4 - Quality Education, and specifically to target 4.4 - Increase the number of youth and adults who have relevant skills.

Meanwhile, our policy of local sourcing combined with training and financial support for local suppliers contributes to SDG 8 - Decent Work and Economic Growth, and specifically to target 8.3 - Encourage the formalisation and growth of micro-, small- and medium-sized enterprises.



People & Skills Development

PROGRESS TO DATE

Health & safety

Getting employees to adopt safe working practices is an ongoing challenge, especially at our construction sites where workers tend to adhere to the local behavioural norms. Whilst we understand that attitudes towards health and safety won't change overnight, we are making every effort to move things in the right direction.

Local H&S officers are responsible for ensuring staff follow safety procedures and use the necessary personal protection equipment, such as safety harnesses and safety shoes. Along with the country and/or site managers, they are also tasked with holding regular 'Toolbox talks' – employee meetings to raise specific H&S issues, such as first aid techniques or safe methods for the handling of hazardous materials. In some instances, RA employees from other sites are invited to share their experiences of accidents, incidents

Perseverance pays off in Mpoko

Taking on young people from the UN's former Youth at Risk programme in Mpoko was challenging. But ultimately, the initiative was successful: our projects were completed and 250 local youths gained valuable work experience.



Mpoko lies in the outskirts of Bangui in the war-torn Central African Republic. It has a high concentration of internally displaced people - made up of former combatants as well as people who have fled the countryside in search of work in the city. It is one of the poorest areas of Bangui. Education and skill levels are low and illiteracy high. Many also struggle with issues such as Post Traumatic Stress Disorder. In 2015, the UN initiated a project in this area called Youth at Risk to help the young back

into employment but in December 2017 it was stopped after suffering many setbacks.

At the time, RA International had several ongoing projects in Mpoko. We made a decision to help alleviate the situation by taking on some of the young people from the programme. Despite numerous disputes, disruption and even death threats - all of which are familiar problems when working in such challenging areas - we continued to engage, explain, educate and involve the workers. We introduced workers' representatives and made an effort to involve community leaders. We also modified our own processes to preempt misunderstandings, introducing longer induction days, for example, to explain labour agreements.

Our perseverance paid off. The RA locations were completed in March 2018 to the satisfaction of the client. All together, we employed around 250 young people from Mpoko, some of them in their first ever paid jobs.

Case story



We focused on teaching them transferable skills in the building trades as well as raising their awareness of Health & Safety, personal responsibility, accountability and teamwork. Where employees showed particular aptitude we made them Team Leaders, helping them to develop leadership skills. The successful outcome has made us even more conscious of the importance of community work and we will be on the look-out for similar opportunities in the future.

People & Skills Development



or near misses. This helps everyone understand that the hazards are real, and that the rules exist for a reason.

Skills development

In 2018, we identified opportunities to improve some of our operational processes, and set about developing training programmes in two key areas.

First, in our kitchens we saw the need to improve knowledge and skills about safe food handling. Using our new course materials, our on-site catering managers now hold weekly sessions, covering one topic at a time. When they have been through all the topics, they go back to the beginning and start again. This helps drive the message home, gets new staff up to speed and ensures any persistent issues are ironed out.

The second key area we identified as having potential for improvement was our laundries. We are currently in the process of developing a training programme to cover topics such as the

correct washing methods and temperature settings for removing harmful contaminants from staff's uniforms and personal clothing. This course is due to be rolled out in 2019.

Professional growth

We always encourage RA employees to continuously learn new skills so they can develop and grow. This is not always as easy or as obvious as it may sound. In catering, for example, kitchen managers tend to get comfortable with their teams. Once everyone knows their jobs and things are running smoothly, why disrupt the status quo?

However, we think it's important to continue challenging people. A dishwasher might be encouraged to learn food preparation techniques and become a cook's assistant. Further down the line he or she may learn to prepare hot meals and eventually become a chef.



People & Skills Development

By providing professional growth opportunities, we help staff stay engaged and motivated, and also contribute to SDG4 - Quality Education, and specifically to target 4.4 - Increase the number of youth and adults who have relevant skills.

Developing suppliers

We have long understood that local sourcing has a positive impact on both our business and that of our suppliers. It means we are able to secure the supply of quality goods at an advantageous price while our supplier is able to grow his or her business based on the security of a long-term relationship with us. For these reasons, when there is an opportunity to buy locally, we do so.

In addition, when we see an opportunity to help a local entrepreneur develop their business, we take it. Support might start at a basic level, such as helping a small business open its first bank account or set up an invoicing system. Later, depending on the situation, we might provide advice about safe wor-

king practices to a local crane contractor, or offer a micro-loan to help a local food producer grow their business.



Setting targets for People & Skills Development

Performance measures for People & Skills Development will be communicated in next year's report, and are likely to include the number of people trained and the hours spent. We also expect to report on the split between local and international employees trained, and the progression of employees from junior to more senior roles.

When it comes to local suppliers, we will keep track of how many, and to what extent we have supported SMEs in the countries where we operate.

Following new procedures introduced in 2018, all our suppliers are required to provide detailed information about their activities, including their company policies and environmental management systems.



Labour Rights

At RA, we firmly believe that all our employees have the right to decent work in a safe and secure environment. They should also have the chance to benefit economically from their efforts irrespective of their gender, religion or nationality.

This belief is enshrined in our Code of Conduct and company policies, especially those detailing our stand against slavery, human trafficking and forced child labour, and our zero tolerance of bribery and corruption. (See page 21).

Approach and actions

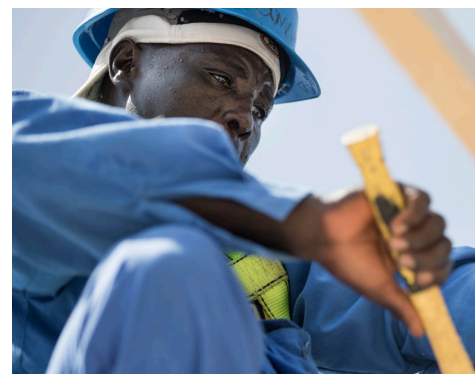
All new RA employees undergo induction training when they start working for us. The main objective is to explain how we work, as set out in our Code of Conduct and company policies.

We take the time to explain each policy and walk people through our employee handbook, as well as their contracts of employment. All the relevant documents are made available in the main languages of the countries where we

operate. If our new recruits are unable to read, we have someone explain the details to them verbally.

To ensure that everyone is clear about the behaviour we expect of them throughout their time with us, we hold regular awareness-raising workshops and training on our company policies. (See page 21).

We also encourage people to raise any concerns or report any malpractice they observe by using a whistle blower channel run by an independent third party.



Connection with the SDGs

The fact that RA offers decent and equal employment terms to all recruits makes a direct impact on SDG 8 - Decent Work and Economic Growth, and specifically to target 8.8, Protect labour rights and promote safe and secure working environments for all workers and to SDG 10 - Reduced Inequalities, target 10.2, Promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic status.

Our awareness-raising workshops and regular training on company policies ensure that all RA employees understand the problem of modern slavery and human trafficking, contributing to SDG 8 - Decent Work and Economic Growth, and specifically to target 8.7 - Eradicate forced labour, end modern slavery and human trafficking (Read more on page 20).

Our zero-tolerance of bribery and corruption supports progress towards SDG 16 - Peace, Justice and Strong Institutions, specifically target 16.5 - Reduce corruption and bribery in all their forms (Read more on page 21).





Labour Rights

PROGRESS TO DATE

By offering employment and providing local people with a regular income - often for the first time in their lives - we make a positive impact on the local economies where we work.

Not only do our host communities benefit from the increased spending power of RA employees, but our presence often gives the whole village or town an economic boost. It stimulates local employment and enables good relations with community leaders.

We offer employment within a framework of legal, health and safety provisions that aligns with international best practice and, where the necessary structures exist, we pay into state-funded pension schemes on behalf of our employees.

Success in Somalia founded on respect

When RA first started working in Somalia back in 2009, the country faced severe challenges. There was a transitional government, virtually no national infrastructure and a local population who had lived much or even all their lives in a lawless, conflict-ridden state.



To complete our first contracts, we brought in people with the necessary management and construction skills from other countries. But, to build the foundations for a long-term presence in the country, we charged them with mentoring local recruits and gradually transferring their skills.

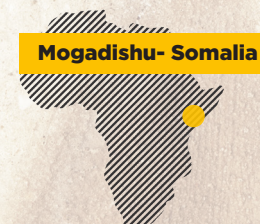
Today, we employ over 400 Somali men and women - around 50% of our in-country workforce - working in vital areas such as

construction, facility maintenance and hospitality management. All our staff receive a salary and benefits that are in line with international best practice and crucially, women are treated and paid the same as their male colleagues. Many of our Somali employees have been with us for close to a decade.

This investment in time and effort has paid dividends. RA has since won multiple contracts with western governments as well as the United Nations in Somalia. And in 2017, the Somali Ministry of Labour and Social Affairs awarded us a Certificate of Appreciation for the way we maintain the labour rights of our employees.

The lesson is clear; loyalty pays. If you are loyal to your employees by treating them with respect, rewarding them properly and giving them the chance to undertake decent work in a safe and secure workplace, they will be loyal to you and together you can grow.

Case story



Labour Rights



Addressing the challenges

We still face many challenges, and conditions on the ground are far from perfect. However, by consistently supporting the Labour Rights initiatives of governments in the countries where we operate, we hope to contribute to the long-term wellbeing of our host communities. Also, by adhering to best practices and engaging with community leaders in a practical, non-political

way, we see opportunities for RA to contribute to long-term change.

Employment of women

One particular challenge we face is balancing the gender split among our employees. Currently, only 5% of the RA workforce in the field are women. Given the cultures we work in and the fact that much of our work takes place on construction sites, this is not too

surprising. Indeed, we accept that RA is unlikely to ever achieve gender parity. The key thing is that we are looking for opportunities to redress the imbalance by recruiting women whenever possible, by actively prohibiting gender discrimination and by offering benefits such as paid maternity leave to female employees.



Setting targets for Labour Rights

Performance measures in the area of Labour Rights will be communicated in next year's report, and are likely to include the ratio of local to international employees, the gender profiles of employees, and the number of countries where our labour protection policies, such as pensions provision, sickness benefits and paid parental leave, are in place.

Resource Management



In the materiality assessment we conducted in 2018, Resource Management emerged as one of three areas where a concerted company-wide effort could have most positive impact. We see plenty of potential for improvement and our thinking aligns well with several of the UN's SDGs.

Our goal is to make sustainability a natural part of everything we do, so it becomes second nature for RA staff to think about the environmental and social, as well as the financial impact, of their decisions.

Addressing the challenges

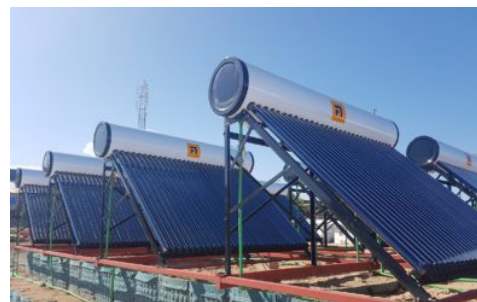
There is no escaping the serious supply and logistics challenges of operating in remote and underdeveloped parts of the world. Tackling these requires creativity and the agility to adapt quickly to changing conditions on the ground. Nor can we ignore the prevailing culture in our industry. Sustainability is rarely part of a contract evaluation. By focusing on whole life project costs and showcasing our success stories, we

hope to contribute to a shift in mindset; to demonstrate that companies can be competitive and profitable at the same time as operating sustainably.

Approach and actions

In the coming years, our overarching ambition is to design and engineer camps in full accordance with the company's sustainability goals. We are already working on a new, holistic design philosophy. This will outline, for example, how to select building materials, fittings and equipment in such a way as to improve our operational efficiency, while reducing both environmental impacts and costs.

To ensure proper implementation of this new approach, its introduction will be accompanied by company-wide training and new standard operating procedures (SOPs).



Connection with the SDGs

By introducing business management systems and energy-saving technologies across our operations we are contributing to SDG 7 - Affordable and Clean Energy, and specifically to target 7.3, By 2030, double the global rate of improvement in energy efficiency.

Better water management methods will impact SDG 6 -Clean Water and Sanitation. Our reduction in water consumption and hence our reduced need to draw on shared resources in water-scarce areas contributes specifically to target 6.4, Increase water-use efficiency and reduce number of people suffering from water scarcity.

Our efforts to handle waste responsibly and to design our projects with end-of-life in mind contribute to SDG 12 - Responsible Production and Consumption, target 12.2, Achieve the sustainable management and efficient use of natural resources and target 12.5, Reduce waste generation through prevention, reduction, recycling and reuse.

Resource Management



PROGRESS TO DATE

Within Resource Management, we see many opportunities to build on the work we are already doing. Below are some examples of recent improvements, which demonstrate that employing more sustainable technologies and practices need not jeopardise either profitability or quality of service.

Water and power consumption

In 2018, we introduced industry-leading, environmentally-friendly technology in three of our smaller laundries. These sites now make use of an innovative water filtration and re-use system that reduces their water footprint by 50%. Additionally, by recycling heated water, the new laundries reduce our energy requirement for re-heating by as much as 30%. (See case story on page 19).

Improving water management

In Mogadishu, Somalia, we installed large reverse osmosis (RO) units to pro-

vide drinking water for the entire camp, including our hotel and clinic. The water extracted from the ground is filtered, treated using RO (and sometimes UV) at a rate of around 10,000 litres/hr.

We now carefully monitor the quality of this water, which has immediately led to a reduction in our dependence on single-use plastics, while simultaneously eliminating the risk of our staff and clients being exposed to water-borne diseases. (See details on page 27).

Local food production

Also in Mogadishu, we stopped importing wraps (soft, rolled flat bread) after studying the supply chain impacts. We could not justify the amount of energy consumed in shipping and storage of such large volumes of wraps to our site. Instead, we upgraded our own kitchen equipment to produce wraps fresh in-house on a daily basis. This is not only a more sustainable solution, but has the added advantage of employing local manpower and ingredients.

Composting

We have started composting fruit and vegetable waste at several of our camp kitchens. This reduces our dependence on external service providers, since less waste needs to be removed from our sites. At the same time, it adds value to our site landscaping initiatives. Surplus compost can be donated to other local agricultural initiatives.



Resource Management



OPPORTUNITIES TO IMPROVE

Increasing the use of renewables

Traditionally, RA sites have employed diesel generators in order to overcome the unreliability of local electricity grids. However, with the development of more affordable and efficient solar power solutions, renewables are fast becoming a viable option. And it's not only about the economics. Thanks to the development of new panel surfaces, different types of photovoltaic cells and better maintenance, solar power is also becoming a practical option in very hot, damp and/or dusty areas.

As a first step, we are assessing the possibility of using the large flat roof on one of our new buildings in Somalia to install solar panels, thereby reducing the need for additional diesel generators capacity.

More efficient AC systems

We are looking to design AC systems

more intelligently and, by doing so, save 30% to 40% in power. This will make it possible to provide the same cooling capacity with smaller generators (or fewer solar panels). Another, ingeniously simple way of saving energy is to pre-set the AC systems in our camps, so they do not run below 21°C. This will cut consumption by an estimated further 20%.

Introducing building management systems

Intelligent building management systems (BMS) have been in existence for many years. However, the widespread use of Internet and mobile networks for system monitoring have lately made their advantages more significant. We now plan to introduce BMS's across all applicable RA sites in order to monitor mechanical and electrical equipment more efficiently and gather data upon which to base our future decisions.

Making the food supply more sustainable

Working in remote locations, we often

face big challenges in food logistics. The transport to get fresh produce delivered and the energy required for cold storage on site both imply heavy environmental costs. We are currently researching a variety of different solutions to address this. The first is to increase local sourcing where possible. Another is to grow our own food. And where land is scarce, a third solution may be hydroponics - an innovative indoor method of growing plants using water-based, nutrient rich solutions. At the same time, we see opportunities to reduce the amount of food that goes to waste. To this end, we are upgrading our enterprise resource planning system (ERP) to help us manage the whole supply chain more efficiently, and we plan to increase training to kitchen staff on how to prepare and serve food with minimal waste.

Better use of materials in building and construction

In the past, we tended to build with ease-of-construction rather than sustainability in mind. Now, as part of our

Setting targets for Resource Management



Performance measures for Resource Management will be communicated in next year's report, and are likely to include targets on electricity generated (Kwh), the use of fossil fuels versus renewables, water supplied (litres), water drained to soakaway (litres), food purchased (\$/kg) and waste disposed of (kg).

We have hired a consulting firm to help us calculate our carbon footprint in 2019 and will naturally also be looking to reduce this figure year on year.

Resource Management



Greener laundries cut water consumption by 50%

Case story

The laundry is an important feature of every camp we build. Our laundries generally operate six days a week, running all day long for a total of 300 days a year. This means an average laundry with two washing machines consumes over 1.5 million litres of water and more than 300,000kWh of electricity annually.

In a bid to reduce power and water consumption, RA recently started implementing a new design as standard. Our selection of advanced equipment allows us to employ innovative features which filter and recycle water at various stages of the wash process so it can be reused for the washing cycle of the next load. The new machines also recover heat for re-use, further reducing electricity consumption.



This method is being implemented at two new laundries in Somalia and one in the Central African Republic, where they are expected to deliver energy savings of approximately 25 - 30% and to halve water consumption. The total savings for these three laundries over a twenty-year period (the equipment's lifetime) will be 24 million litres of water and over a third of a million kWh of electricity. (For details, see page 26).

Given the substantial reduction in our resource usage this represents, we have decided to im-

plement the new design as standard. In addition, by using environmentally friendly detergents we ensure that grey water from the laundry can later be used for irrigation in landscaping projects.

effort to build smarter, we plan to take advantage of factory-made building products such as expanded concrete, wood fibre or polyurethane, rather than relying on local handmade concrete blocks. These new products are more efficient to produce and transport and do not eliminate the need for local labour on our construction sites.

Dismantling of 'old' sites

Since many of our camps are temporary constructions, it is important to have a clear strategy for dismantling them and reusing, recycling or disposing of the materials used.

Applying our new holistic design philosophy, we will take the end-of-life of RA camps into consideration from the earliest stages of planning. In the meantime, all prefabricated buildings can be re-used elsewhere. Other assets such as furniture and equipment are listed and offered to RA sites in other locations. If there are no takers, we donate to local community organisations.

If a permanent site is closed down, we either sell or donate the buildings to another organisation to ensure that valuable infrastructure comes to good use.

Responsible Business

Bringing our policies to life

RA International has company policies to cover all aspects of our business. 16 of these relate to employee conduct. Since the start, we have always promoted high standards of ethical behaviour among our employees. However, at times we feel the need to draw special attention to a particular policy or policies in order to reiterate or clarify the company's values.

One such occasion arose in early 2018 when we became aware of an increase in what appeared to be sexual exploitation in the city of Bangui in the Central African Republic (CAR). Women were soliciting customers in the bars and restaurants frequented by foreign workers. Some appeared not to be local, raising our suspicions that they may have been trafficked into the country.

Raising awareness of human trafficking

RA's international employees in Bangui represent the company at all times, even when they are not at work. Although not guilty of any misdemeanors, we felt it was important to check they all understood our position regarding what is and is not acceptable

behaviour. And to remind them why RA has such strong policies against human trafficking and exploitation.

After doing some research into the subject, we approached the Nairobi-based counter-trafficking organisation Awareness Against Human Trafficking - HAART Kenya (www.haartkenya.org) with a view to holding workshops together.

Representatives from HAART spent time understanding RA's needs before designing a workshop for us to raise awareness of the different aspects of human trafficking.



Photo credit: Matilde Simmas for HAART Kenya

After an initial pilot in Nairobi, a workshop was held in April 2018 for local and international staff based in CAR. In addition to tackling the issue of trafficking, we also took the opportunity to remind people about the other topics covered in RA's Code of Conduct.

*See list of company policies on page 24



Responsible Business

Free As A Human

Since the human trafficking workshops, RA's relationship with HAART has developed. We are now an official partner of Free As A Human, an initiative by Kenyan fashion designer and social activist Anyango Mpinga to end the sexual exploitation of young girls, the use of child labour and all other forms of human enslavement. Free As A Human supports the fundraising efforts of HAART Kenya to build and run a sustainable shelter in Nairobi for female victims of human trafficking. In June 2018, RA funded the architectural drawings for the shelter and we are supporting Free As A Human's efforts to get it built. (Read more on www.anyangompinga.com/free-as-a-human).

Regular policy training

To build on the success of the HAART workshop in CAR, we decided to reach out across the company to communicate about our policies more proactively. In November 2018 we conducted the first of what will be regular company-



Photo credit: Yulia Sholochova
for Anyango Mpinga

wide education sessions. Using a common set of presentation materials, events are now held in each RA location. The local country manager and management team present the month's chosen topic. Two weeks later, this is followed up with a short policy film to reinforce the message. Each month, we decide which policies to focus on at the next training. For example, in November 2018, we chose the Code of Conduct; the next

session was about Sexual Harassment, as set out in our Dignity at Work Policy. These events act as a reminder of the values and expectations embodied in our policies, as well as providing an opportunity for employees to discuss and ask questions in an open and risk-free environment.

Tackling bribery and corruption

At RA, we do not accept bribery and corruption as part of the cost of doing business. Rather, we want to contribute to the international attempt to curb them, as stated in SDG 16, target 16.5 - 'Reduce corruption and bribery in all their forms'.

When it comes to tackling these problems within our business, the RA Anti-Bribery & Corruption Policy is a good starting point. Since 2018, we also have a separate Gifts & Hospitality Policy, with guidelines for any employee who is offered a gift or hospitality by a business associate.

To ensure that all RA employees are aware of and understand what the RA Anti-Bribery & Corruption Policy means, it is included in our monthly staff policy training sessions. We also display posters carrying powerful anti-bribery and corruption messaging at most of our sites - serving as a daily reminder of our zero-tolerance position.

Employees who witness or suspect any act of bribery or corruption, or any other violation of our Code of Conduct, are encouraged to report it to their Line Manager or the RA Compliance Manager, or to submit an anonymous report on our whistleblower site. All cases are investigated, and regular reports, including the number of cases raised, investigation findings and any resulting actions, are shared with the company's senior management.

Responsible Business

What we can. Where we are

RA's core Sustainability Strategy reflects the UN's Sustainable Development Goals by focusing on three specific areas: People & Skills Development, Labour Rights and Resource Management. In addition, we also offer further support to the communities where we work, constantly keeping an eye open for specific opportunities to contribute to individuals and organisations in need.

Here are a few examples of RA doing 'what we can, where we are' from 2018:



Faster, higher, stronger

Not many companies can claim to employ an Olympic athlete, but RA in CAR is privileged to have Elisabeth Mandaba working as a Mason Helper on our team. Elisabeth holds the CAR 800m record. She also represented the country at the 2016 Olympic Games in Rio de Janeiro, and plays for the national women's football team.

It can be tough for athletes in countries like CAR, where state funding for sports is limited or non-existent. They have to support their own activities through regular work, which is why Elisabeth applied for a job at RA. Once we realised who she was and what a great role model she could be, we decided to go further than guaranteeing her a regular income. We now also pay Elisabeth's training fees, buy her kit (she needs new running shoes every couple of weeks!) and allow her the flexibility she needs to train alongside the work she does for RA.

We believe our support for Elisabeth is not only helping her continue to be successful on the running track but will also support her as a role model for young women in CAR and help put the country on the sporting map.



Elisabeth Mandaba - Olympic athlete & Mason Helper at RA International

Responsible Business

Urgent support in Somalia

RA has a strong presence across Somalia, where the African Union Mission to Somalia (AMISOM) is an important partner.

When AMISOM put out a call for emergency relief in March 2018, we quickly reviewed the stock in our warehouse and donated spare milk powder, beans, cereals, rice, cooking oil and sugar to feed people who were dying of hunger in the Lower Shabelle region of Somalia.

In this case, our local presence and well-managed supply chain allowed us to support a humanitarian effort with fast and efficient practical support.



Helping the children

Our staff in Bangui, CAR, could not help noticing the run-down building full of children, which lay just a ten-minute drive from our office. They asked around and learnt that it was an orphanage run by Nuns from the Congregation of the Apostolic Oblate Sisters of Our Lady of Lourdes, and home to forty-five orphaned children.

The orphanage was clearly in need of help, so, after asking the sisters what they needed, our team arranged to pay the rent and utility bills directly to the providers and set up a twice-monthly delivery of food supplies. They also bought new beds for the kids and sent RA staff to help renovate the building.

This is just a drop in the ocean, but we believe that rather than simply ignoring such cases or signing a cheque and walking away, RA's partnership with the orphanage will give the children who live there today, and those that inevitably follow them, a better chance in life for years to come.



RA International - company policies

RA Abandonment of Employment Policy
RA Absence and Sick Leave Policy
RA Additional Employment Policy
RA Annual Leave Policy - Office based
RA Anti Facilitation of Tax Evasion
RA Anti-Bribery Corruption Policy
RA Anti-Slavery Human Trafficking Policy
RA Bereavement Leave
RA Business Travel and Expenses Policy
RA Child Forced Labour Policy
RA Code of Conduct Policy
RA Copyright Compliance Policy
RA Data Protection Policy
RA Dignity at Work Policy
RA Disciplinary Policy
RA Drugs and Alcohol Policy
RA Education and Training Policy
RA Email Usage Policy
RA Environmental Compliance Policy
RA Equality and Diversity Policy
RA Firearms Policy
RA Flexible Working Policy
RA Gifts & Hospitality Policy
RA Group Wide Dealing Policy
RA Handling Reporting Fatalities
RA Health & Safety Policy
RA Induction Policy
RA Internet Usage Policy
RA Maternity Leave Policy
RA Medical Evacuation of Employees
RA Medical Policy Operational Locations
RA Minimum Wage Structure Policy
RA Miscellaneous Leave Policy
RA Miscellaneous Leave Policy Office-Based Employees
RA Mobile Phone Policy
RA No Smoking Policy
RA OPSEC Policy
RA Paternity leave policy
RA Probation Policy
RA Proprietary Information and Confidentiality Policy
RA Recruitment Policy
RA Retirement Policy
RA Rotational Leave Policy
RA Salary and Bonus Review Policy
RA Sexual Exploitation Policy
RA Social Media Policy
RA Staff Complaints or Grievance Policy
RA Whistleblowing Policy

* RA has further policies, not included in this list.

International vs local staff employed

The following table shows the ratio of international vs local staff employed at RA's locations during 2018. The ratios are based on monthly total staff numbers for each location, from which the annual average was calculated.

2018 STAFF RATIOS

| | International (%) | Local (%) |
|-------------|--------------------------|------------------|
| Somalia | 52 | 48 |
| CAR | 9 | 91 |
| Oman | 69 | 31 |
| Sudan | 21 | 79 |
| South Sudan | 18 | 82 |
| Kenya | 15 | 85 |
| Dubai | 100 | 0 |
| Mali | 100 | 0 |
| Uganda | 0 | 100 |

Laundry utilities savings

Utility Savings at three laundry pilot projects

Following the success of three pilot projects in CAR and Somalia, we have started implementing a new, water-efficient laundry design as standard. This will deliver energy savings of approximately 25 - 30% and halve water consumption. The total utilities savings over a twenty-year period (the equipment's lifetime) in these three laundries alone will be 24 million litres of water and over a third of a million kWh of electricity.

| | Water (l) | Power (kWh) |
|---------------------------------------|------------|-------------|
| Daily consumption conventional design | 5,320 | 102 |
| Daily consumption advanced design | 2,660 | 71 |
| Annual saving/camp | 799,000 | 9,180 |
| Lifetime saving/camp | 15,960,000 | 183,000 |
| Lifetime savings across three camps | 47,880,000 | 550,800 |

Water upgrades in Mogadishu

Upgrades of our water supply in Mogadishu will optimise water use and greatly reduce plastic waste since we will no longer need the estimated 15,000 plastic bottles per month currently used.

Borehole

A 50-metre deep borehole has been drilled in Base Camp and is ready for use. This will serve as the raw water source for Reverse Osmosis (RO) plants below, which will be treated to drinkable quality.

RO plants

Two new units were delivered in Mogadishu. Installation of one unit is ongoing in Marine Camp, and will be commissioned in Q1 2019. Construction of a plant room for Base Camp is ongoing.

Waste water treatment plants (WWTPs)

Planned installation of two WWTPs with a capacity of 10,000 litres/day to Marine Camp. Two WWTPs at Base Camp and a third WWTP at Marine Camp will be added in phase 2 of the upgrade project.

Water Storage tanks

Two 50,000 litre capacity tanks were delivered to Mogadishu. One has been installed, the second is ongoing.

Water ring line

Major plumbing works on the main ring line - to be commissioned in Q1 2019. Work includes installation of three water lines:

- Raw water for toilets
- Treated drinking water
- Treated waste water for irrigation lines round the camp.

Laboratory

Construction is ongoing, and due for completion in Q1 2019. Once ready, this will house testing machines for both potable and waste water.

United Nations Global Compact - Communication on Progress

This report serves as our annual Communication on Progress and describes our actions to continually improve the integration of the compact and its principles into our business strategy, culture and daily operations.

HUMAN RIGHTS

ACTIONS IN 2018

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

Our position on human rights was further embedded and implemented at an operational level through our Code of Conduct and policy training and workshops on human trafficking and exploitation.

During induction training, all employees are informed of their rights and of the mechanisms available for reporting Human Rights abuses without fear of reprisal.

Principle 2

Make sure that they are not complicit in human right abuses.

Looking beyond our own operations, new procedures were introduced in 2018, requiring all external suppliers to provide detailed information about their activities.

See details on pages 13 - 15 and 20 - 21

LABOUR

ACTIONS IN 2018

Principle 3

Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.

During 2018, RA continued to offer employment within a framework of legal, health and safety provisions that aligns with international best practice, as set out by the International Labour Organisation (ILO).

Principle 4

The elimination of all forms of forced and compulsory labour

Our workshops on human trafficking and exploitation served to raise employee awareness of coercion, and underlined RA's eagerness to combat it.

Principle 5

The effective abolition of child labour.

All our staff receive a salary and benefits that are in line with international best practice - regardless of their gender, religion or nationality. We also work proactively to combat gender discrimination by treating and paying women the same as their male colleagues.

Principle 6

The elimination of discrimination in respect of employment and occupation.

See details on pages 13 - 15 and 20 - 21

United Nations Global Compact - Communication on Progress

ENVIRONMENT

ACTIONS IN 2018

Principle 7

Business should support a precautionary approach to environmental challenges.

In 2018, we began to develop a new design philosophy that takes the environmental costs of a project's whole lifespan into account - from design to build to operation and beyond.

Principle 8

Undertake initiatives to promote greater environmental responsibility.

We also piloted several innovative technologies to reduce water and power consumption and began exploring the viability of solar power at selected sites.

Principle 9

Encourage the development and diffusion of environmentally friendly technologies

In preparation for concrete target-setting in 2020 and beyond, we selected an external supplier to help us calculate our carbon footprint in 2019.

See details on pages 16 - 19

ANTI-CORRUPTION

ACTIONS IN 2018

Principle 10

Business should work against corruption in all its forms, including extortion and bribery.

Throughout the year, we continued to reinforce our zero-tolerance stance on bribery and corruption through policy training, and by encouraging coworkers to report any misconduct they observed via our official channels.

See details on pages 13 and 21.

