

ENTRY



RA INTERNATIONAL

SUSTAINABILITY REPORT 2019



CONTENTS

CEO Foreword	3
This is RA International	5
Strategy, Purpose & SDG Update	7
People & Skills Development	10
Labour Rights	13
Resource Management	17
Responsible Business	24
Data	26



Learn more about our water-saving initiatives on page 21.

CEO FOREWORD

New geographies, new opportunities



What we today call sustainability has had many different names over the years, but the mindset hasn't changed. It has always been about doing business in a way that shows respect for people and the environment — principles that have characterised our approach since the start.

Back in 2018, we turned these principles into a structured sustainability strategy and established a strong foundation for the years to come. That was also the year we strengthened our commitment to the United Nations Global Compact (see page 4). This report serves as our annual Communication on Progress.

Besides further integrating sustainability into our business strategy in 2019, we put considerable time and effort into measuring our baseline and beginning the process of setting our sustainability targets for the future. We continued to focus on three areas in particular: People & Skills Development, Labour Rights, and Resource Management. These correlate strongly with three of the UN's Sustainable Development Goals (SDGs): SDG 4 Quality Education, SDG 7 Affordable & Clean Energy, and SDG 8 Decent Work & Economic Growth.

This report details the three areas above, highlights some of the important initiatives launched during the year, and reports on other, longer-term developments.

MEASURING OUR BASELINE

As a first step, we measured our carbon footprint with the support of Green Element, an experienced UK-based consulting firm. They helped us identify our carbon hotspots and gave us a solid benchmark against which to measure future improvements (see pages 18-20).

In addition, we conducted a broad employee survey to help map our current status and identify any concerns. The results were encouraging overall, but the survey did throw light on a few points we need to address (see page 14). We also surveyed our key suppliers in Dubai to learn more about their sustainability and compliance efforts, and their adherence to the standards we believe in.

ENCOURAGING STORIES FROM 2019

Throughout this report, you will see encouraging news of how we are reducing both emissions and resource use. I'm especially proud of what we have achieved in East Africa. We commissioned our first composting system and completed upgrades to our water and sanitation with two large reverse osmosis (RO) facilities. We are also proud to have commenced the installation of our first-ever solar solution on one of our new buildings (see page 22).

CEO FOREWORD

In the area of People & Skills Development, one particularly successful initiative was a project to offer formal English lessons to RA employees in South Sudan and the Central African Republic. This was not only popular with our staff, but also proved beneficial to business (see page 11).

LOOKING AHEAD

At RA, we have the opportunity to enhance the wellbeing of thousands of people and deliver services that make our customers' lives a little bit easier. We are committed to doing this responsibly — to delivering the highest level of service, while taking an active role in supporting the community, managing resources carefully, and reducing waste.

Among our existing and potential clients are several oil & gas and mining companies. While they deal with the huge challenge of transforming their businesses for a low-carbon future, we help them to reduce emissions in their day-to-day operations. This can include everything from maximising the lifespan of their equipment through well-planned maintenance programmes, to serving more sustainable food in their staff canteens.

We also recognise the importance of building bridges between mining enterprises and local communities through initiatives that stimulate long-term development. Investments in, for example, fruit and vegetable production, training centres, small-scale solar power plants, and transport infrastructure all allow local communities to prosper long beyond the lifecycle of the mine.

As we extend our presence from the African continent to other parts of the globe, we will apply our expertise and abilities to create a positive impact in new locations. Personally, I am very excited about the opportunities this will bring and the role we can play.

I would like to thank each and every one of RA's employees for their efforts during 2019, and I look forward to doing even more together in the years ahead.



SORAYA NARFELDT
Chief Executive Officer

STATEMENT OF CONTINUED SUPPORT FOR THE GLOBAL COMPACT

RA International became a signatory of the United Nations Global Compact (UNGC) in 2008. The Ten Principles closely reflected our own philosophy, standards, and values, and we remain true to these values today. In 2018, we deepened our commitment from the Signatory to the Participant level.

In September 2019, our CEO, Soraya Narfeldt, was a panellist at the UNGC Leaders' Week in New York, which coincided with the UN General Assembly. We further participate in the UNGC's meetings, workshops, and online learning Academy Sessions. We are an especially active member of the UNGC Local Network Kenya, where our Sustainability Coordinator is based.



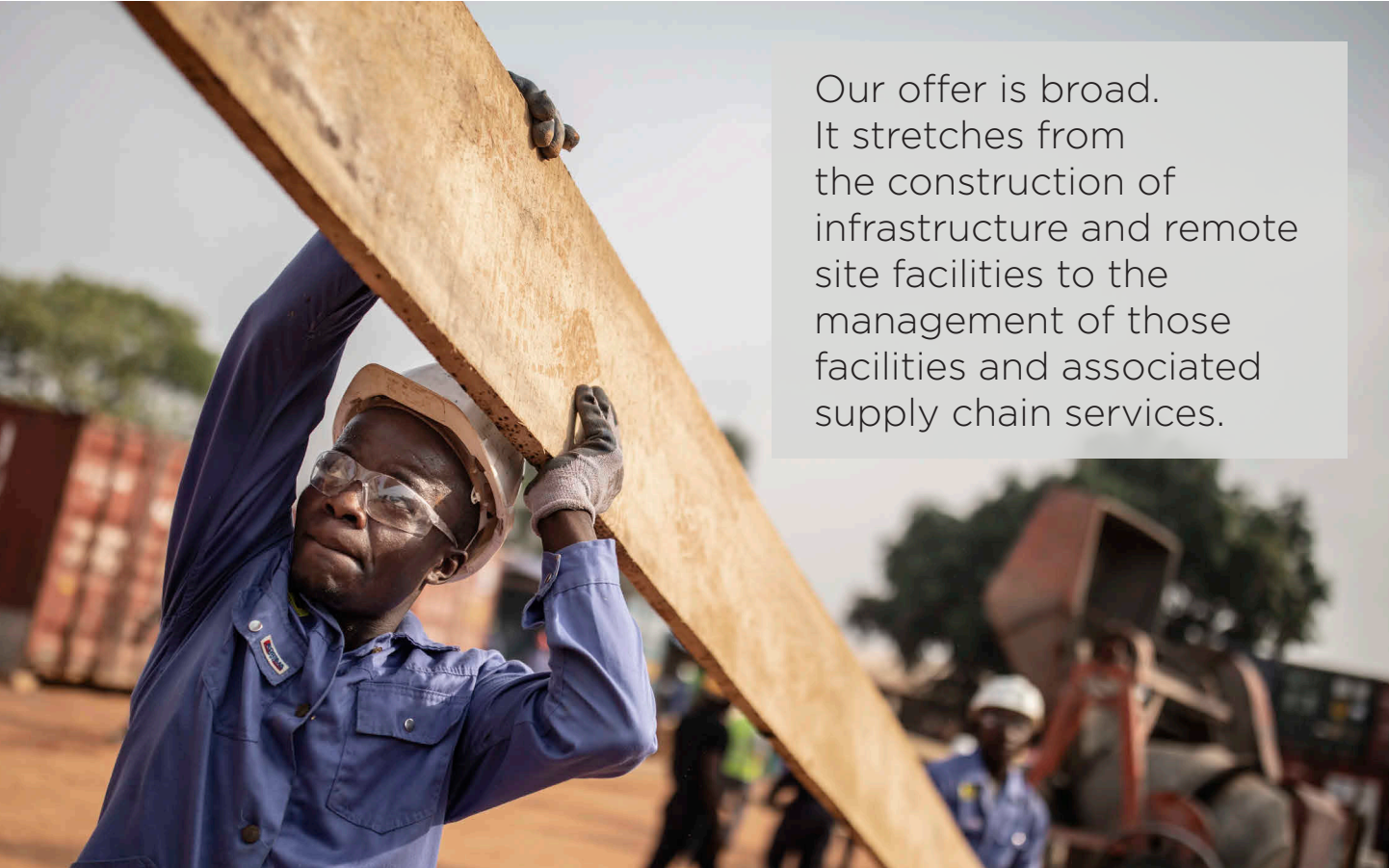
COMMUNICATION ON
PROGRESS

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.

THIS IS RA INTERNATIONAL

We are a leading remote site service provider, working for humanitarian, government, and commercial customers.



Our offer is broad. It stretches from the construction of infrastructure and remote site facilities to the management of those facilities and associated supply chain services.

We understand the need for efficiency and see no conflict between this and our approach to sustainability. We factor environmental impact into our approach and do our utmost to ensure that our business benefits the people living in the areas where we operate.

Until recently, we have mainly focused on the needs of African countries, although our long experience of working in remote and challenging environments has equipped us to manage projects almost anywhere. Increasingly, we have been getting involved in projects in other parts of the world as well.

Our work often takes us to places that lack a functioning infrastructure and/or a skilled workforce. But we don't let that get in our way. We find that most challenges can be resolved with a combination of creativity and grit. Our company motto sums it up:

We deliver. Regardless.

THIS IS RA INTERNATIONAL

RA International at a glance:

2004 
FOUNDED

2,000+ 
STAFF (AS OF DEC 2019)
FROM OVER 40 NATIONALITIES

3 **MAIN SERVICE CHANNELS**
 **INTEGRATED FACILITIES MANAGEMENT**

2018 
LISTED ON THE AIM MARKET OF
THE LONDON STOCK EXCHANGE

LOCATIONS 
GROUP HQ IN THE UK
OPERATIONAL HQ IN DUBAI
REGIONAL OFFICES ACROSS AFRICA

 **CONSTRUCTION**
 **SUPPLY CHAIN**

UN GLOBAL COMPACT 
SIGNATORY SINCE 2008,
PARTICIPANT SINCE 2018

STRATEGY, PURPOSE & SDG UPDATE

Our goal is to make sustainability a natural part of everything we do. Having set our strategy and clearly communicated our ambitions, it is gradually becoming second nature for RA staff to think about the environmental and social, as well as the financial, impacts of their decisions. The establishment of pilot projects in 2019 gave multiple RA stakeholders a chance to engage with us in an open dialogue and to establish sustainability as a collective investment for RA.

ESTABLISHING A BASELINE

In 2018, we reassessed 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 narrowed down our sustainability priorities to three areas: People & Skills Development, Labour Rights, and Resource Management. It soon became clear that, as a prerequisite to increasing the positive impacts and diminishing the negative impacts of our operations, we would need to set clear targets.

In 2019, we set about bringing our new sustainability strategy to life. We started to establish baselines within our three focus areas and began setting measurable targets. Going forward, we will track improvements against 2019, and monitor our progress year on year.

RA'S FOCUS AREAS



STRATEGY, PURPOSE & SDG UPDATE

MANAGEMENT APPROACH

A working group was formed for each of the topics: People & Skills Development, Labour Rights, and Resource Management. To ensure diverse viewpoints are taken into account, all three groups include people from across RA's operational locations, with varying levels of seniority and experience from different departments.

Initially, each working group was tasked with setting the agenda for work to be carried out in its assigned area. They were then responsible for implementing and monitoring the initiatives, as well as for setting RA's sustainability targets for 2020 and beyond. The next step is for KPIs to be set for each country and department. Actions to deliver them will be driven by the relevant country manager or department director.

RA'S SUSTAINABILITY KPIS

We are proud to present our first sustainability measures and targets in subsequent sections of this report. In the coming years, we will be adding other performance measures and goals, and we look forward to presenting more details on the initiatives and internal processes we've devised to achieve them.

RA's initial sustainability KPIs have been set in the knowledge that this is a long-term investment requiring continual evaluation, monitoring, and expansion as we engage more deeply and broadly with all our stakeholders over time. Our keen interest and willingness to invest will continue to power progress for years to come.

In 2020, we are rolling out an internal Performance Management System — a new platform for reviewing company, department, and employee performance. Sustainability is firmly embedded in this system, and relevant measures will be taken into account when formulating KPIs for departments and individual employees over the coming months.

PURPOSE UPDATE

“To deliver immediate results and lasting change.”

Throughout 2019, we communicated our company purpose, both internally and externally. It resonates with RA staff since it reflects the company's existing culture, rather than imposing a new way of thinking. Among external stakeholders, our purpose serves to anchor and communicate RA's commitment to delivering positive and lasting change through all our operations and business interactions.

CONTINUING TO DO 'WHAT WE CAN. WHERE WE ARE.'

In addition to specific sustainability efforts within our core business, RA also contributes to community projects by doing 'What we can. Where we are' (read more on pages 24 & 25).

STRATEGY, PURPOSE & SDG UPDATE



RESOURCE MANAGEMENT



PEOPLE & SKILLS DEVELOPMENT



LABOUR RIGHTS

RA's focus areas

HOW WE WORK WITH THE SDGS

As part of reassessing our approach to sustainability in 2018, we mapped our activities against the SDGs. Although we have constantly re-evaluated our approach, the table to the right remains valid and we have made no changes to it over the past year. It shows how RA can:

- **Be sustainability leaders**

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

- **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.

- **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.



OPPORTUNITY TO BE SUSTAINABILITY LEADERS

Relevant targets

- 4.4.** Increase the number of youth and adults who have relevant skills
- 7.3.** By 2030, double the global rate of improvement in energy efficiency
- 8.3.** Encourage the formalisation and growth of micro-, small-, and medium-sized enterprises
- 8.8.** Protect labour rights and promote safe and secure working environments for all workers



CREATE POSITIVE DIRECT/INDIRECT IMPACT

Relevant targets

- 6.4.** Increase water-use efficiency and reduce the number of people suffering from water scarcity
- 8.7.** Eradicate forced labour, end modern slavery and human trafficking
- 10.2.** Promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic status
- 12.5.** Reduce waste generation through prevention, reduction, recycling, and reuse
- 16.5.** Reduce corruption and bribery in all their forms



RESPONSIBILITY TO MITIGATE POTENTIAL NEGATIVE IMPACT

Relevant targets

- 12.2.** Achieve the sustainable management and efficient use of natural resources

PEOPLE & SKILLS DEVELOPMENT



Investing in the skills and development of those who work with and for us is not just good for our business. It also reduces our clients' costs and has a significant, positive impact on the communities in which we work.

Our goal has always been to recruit and develop local people whenever this is practical and economically viable.

Over the past two years, we have identified opportunities to improve some of our operational processes and set about developing training programmes in key areas.

While we also offer development opportunities to our permanent, international employees, we are currently largely focusing our People & Skills Development efforts on our local staff as this is where we see the largest scope for upskilling.

We also invest in local suppliers, since this brings economic prosperity and stability and makes a real difference to local communities. It's a true win-win since local sourcing often also lowers our costs and reduces our carbon footprint.



THE STORY BEHIND OUR LOCAL STAFF RATIO

At RA, our aim is to maintain a high ratio of local to international staff. This aligns with our overall desire to be a responsible corporate citizen and, more specifically, with our ambition to support local communities.

From the outset, we recognised the value of hiring and developing local talent. Over the past 16 years, we have steadily built up the necessary structures to implement this approach — from country to country and project to project.

However, the diverse nature of our work does influence who we can hire and when. For example, projects requiring unskilled labour led to the recruitment of more than 500 local workers in Central Africa last year, whereas a security-related project requiring x-ray technicians meant we could only hire those with international accreditation. On average, we employed 61% local staff in 2019 across RA. This is likely to change in 2020 as new projects tip the balance further in favour of local recruits.



PEOPLE & SKILLS DEVELOPMENT



BACK TO SCHOOL!

ENGLISH LESSONS PILOT PROJECT IN SOUTH SUDAN AND CAR

Towards the end of 2019, we started offering English lessons to RA employees in South Sudan and CAR. The idea was met with great enthusiasm from potential students. As a first step, we offered places to 10 employees in South Sudan and 24 in CAR on a first-come, first-serve basis (for more details, see page 26).

The many advantages of investing in this type of training quickly became evident. Morale among our employees was high and communication between staff improved, which meant day-to-day operations ran more smoothly. In keeping with our purpose, this initiative also contributed to 'lasting change' since those who took the programme are more attractive to future employers.

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



SKILLS TRAINING

Our 2019 English lesson pilot project serves as a good example of the type of training opportunities we will continue to offer staff in 2020 and beyond. Since each location and department has its own set of needs, challenges, and opportunities, we will not adopt a single, company-wide approach. Instead, training opportunities will be considered on a case-by-case basis, bearing in mind the requirements of the business as well as the future employability of our staff.

OPPORTUNITIES FOR PROMOTION

One of the main reasons for training local staff is that it opens up opportunities for promotion. In 2020 and beyond, we would like to see more local staff being promoted. We have therefore set an ambitious target to place 6% of our local workforce into more senior positions over the next three years. Since many of our local employees join us as unskilled, preparing them for higher positions is a big commitment involving significant time and effort on all sides.

To make this goal a reality, we will rigorously assess the skills levels of our existing local workforce in order to tap into potentially underused resources. In addition, we will encourage employees who have upgraded their skills through RA training programmes

PEOPLE & SKILLS DEVELOPMENT



to apply for more senior jobs that, in some cases, may be in other RA locations, giving opportunities for further exposure and learning.

INTERNSHIP PROGRAMMES AT RA INTERNATIONAL

In line with these efforts, we also started offering internships at RA in 2019. Having interns is another excellent win-win opportunity since we can offer ambitious young people relevant work experience and exposure to an international working environment. They, in return, bring valuable assistance and fresh perspectives to our business. At the time of writing, two young people in South Sudan are doing internships with us, and another is set to join our Somalia team in Q2, 2020. We will continue to develop this programme and look out for new internship opportunities in the coming months and years.

The RA internship programme makes an additional contribution to SDG 4, target 4.4 – Increase the number of youth and adults who have relevant skills.

DEVELOPING SUPPLIERS

We have long understood the advantages of local sourcing. It allows us to secure the supply of goods at an advantageous price and with low carbon impact. It helps our suppliers grow their businesses, based on the security of a long-term relationship with RA. For all these reasons, whenever there is an opportunity to buy locally, we do.

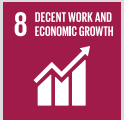
Although no major new initiatives were undertaken in 2019, we continued to engage with and award selected contracts to local suppliers. Increasing engagement with our supply chain will be a priority in the coming year.

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.



SETTING TARGETS FOR PEOPLE & SKILLS DEVELOPMENT

Our long-term ambition is to upskill our local workforce through relevant skills training, enabling them to take up higher positions within the company.

MEASURE	2019 BASELINE	GOAL
Promotions of local staff as a result of upgraded and/or reassessed skills	1% in 2019	6% of local workforce promoted over three years in 2020, 2021, and 2022 (= 2% per year)

LABOUR RIGHTS



At RA, we firmly believe that all our employees have the right to decent work in a safe and secure environment. This belief is enshrined in our Code of Conduct and Company Policies, which reflect our stand against harassment, discrimination, and human trafficking, and our zero tolerance of bribery and corruption. All policy documents relating to employees and their rights are made available to staff in the primary working languages of the countries where we operate.

To ensure that everyone is clear about the behavioural standards we expect of them during their time with us, we run regular awareness-raising workshops and training courses to explain our company policies. We also

encourage people to raise concerns or report any malpractice they observe using our anonymous whistleblower channel.



LABOUR RIGHTS



EMPLOYEE SURVEY

In October 2019, we conducted a large-scale employee survey to help map current status and identify any labour-related subjects that require more focused attention. The survey included questions about policy knowledge, awareness of policy violations, and how comfortable employees are about reporting violations, discrimination, and harassment.

All RA's permanent staff were asked to complete the survey, which they could do anonymously online. Our staff welcomed the chance to give feedback and shared lots of valuable insights that we are now using as a basis for our future HR, sustainability, and compliance efforts.

The results of the survey showed that RA employees generally understand our company policies well, and the majority feel they have had adequate opportunity to ask questions about them. However, it became clear that not everyone knows how to report a policy concern or violation, or what is classified as a policy violation and what isn't. This means we need to communicate more clearly on our reporting processes. It could also explain why we received

very few reports that required action through our independent whistleblower channel in 2019. We are therefore, we are planning further training on the RA reporting process and the use of our whistleblower channel in 2020.

The survey also indicated that some of our employees experience discrimination and harassment in the workplace, in spite of our best efforts and intentions. We are now taking actions to remedy this situation, beginning with a study to verify the number of people affected and to deepen our understanding of the situation. The fact that survey data are filterable by location means we can target our efforts to address the challenges faced by specific groups in specific places.

From now on, employee surveys will be conducted annually in order to measure progress over time. For our 2020 survey, we have decided to invest in a tailor-made employee survey tool created by external specialists. The new tool will give us more detailed data to work with and will therefore provide a more solid foundation upon which to build remedial measures.



LABOUR RIGHTS



SUPPLY CHAIN EFFORTS

In 2019, we also carried out a smaller-scale survey with some of our key strategic suppliers in Dubai, where RA's operational HQ is located. We wanted to know more about their sustainability and compliance efforts. Through this exercise we learnt that while the majority of our suppliers say they have a sustainability strategy in place, few of them produce an official report or document the details of their policies.

We learnt that most suppliers have good waste-management practices, and all have anti-bribery and corruption policies. Almost all of them have policies against slavery, human trafficking, and child forced labour. Around half have systems in place to reduce their environmental impact. Albeit small-scale, this survey gave us a reasonably good understanding of our suppliers' current efforts and will guide the way we engage with them in the future.

In 2020, we plan to sign up as many strategic suppliers as possible to our new RA Supplier Code of Conduct. We will also request more detailed documentation of their efforts on social responsibility, environmental practices, and key policies such as

Anti-Bribery and Corruption, Anti-Slavery and Human Trafficking, and Child Forced Labour. In addition, we will encourage them to put more resources into measuring and reporting progress.

POLICY TRAINING

Our regular company-wide policy training continued throughout 2019, with extra effort to ensure local staff were included. In the Central African Republic, which is one of our most challenging locations from a travel and communications perspective, a dedicated HR resource from RA's office in the capital Bangui travelled around the country to run training sessions for our local French-speaking staff.

In addition, we hired local bilingual HR staff in several of our countries of operation to assist with matters relating to local staff training and communication.

EMPLOYMENT OF WOMEN

One particular challenge we face at RA is balancing the gender split among our employees. In 2019, 10% of our overall workforce was female. 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.

What matters is that we continuously look for opportunities to redress the imbalance by recruiting women and implementing policies that level the playing field for female employees. Increasing the number of women employed across the company is one of our targets for 2020 and beyond.

And we will not stop there. We also plan to start analysing how many women are employed at different levels across the company, with a view to balancing up the numbers in executive and senior management roles. RA has a female Chair and CEO as well as a significant number of female staff in our office-based locations (in 2019, 45% of our Dubai office staff was female, and 36% in our Nairobi office). It is therefore only natural for us to encourage and support more women to reach their full professional potential.

LABOUR RIGHTS



SETTING TARGETS FOR LABOUR RIGHTS

At RA, we offer employment within a framework of legal, health, and safety provisions that aligns with international best practice. All our employees are made aware of their rights, and mechanisms are in place to ensure that shortcomings can be reported anonymously and dealt with effectively.

Although our influence beyond RA's own operations is limited, we believe that by adhering to best practices and engaging with community leaders in a practical, non-political way, we can contribute to broader improvements in Labour Rights in the countries where we operate.

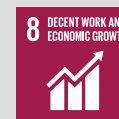
We are excited by the prospect of continued growth in existing markets and expansion into new ones, not least because it gives us an opportunity to improve on our gender ratio. As mentioned above, this is not always easy due to the regions we work in and the nature of our business. Women are generally under-represented in formal employment in the countries where we operate, especially within our industry.

Our three-year target is to increase the percentage of women in RA's workforce from 10% in 2019 to 15% in 2022. We are confident that this ambitious target can be achieved through a variety of actions, starting with hiring mechanisms that specifically target female applicants.

MEASURE	2019 BASELINE	GOAL
RA's gender ratio	10% female employees	15% female employees by 2022

CONNECTION WITH THE SDGS

The fact that RA offers decent and equal employment terms to all 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.



Our efforts to redress the gender imbalance also contribute 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 regular internal training on company policies as well as our supply chain engagement ensure that RA employees and suppliers 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.



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.



RESOURCE MANAGEMENT



There is no escaping the serious supply and logistical challenges of operating in remote and underdeveloped parts of the world. Tackling these requires creativity and an ability to adapt quickly to changing conditions on the ground. Nor can we ignore the prevailing culture in our industry, in which sustainability is rarely part of contract evaluations. To encourage a shift in mindset, we focus on whole life cycle costs and use real-world examples to demonstrate how we remain competitive and profitable while also operating sustainably.



RESOURCE MANAGEMENT



Measuring our carbon footprint

In 2019, in preparation for the target-setting process, we measured our carbon footprint for the first time. Providing us with a baseline against which to track improvements, this work created a solid foundation for our sustainability reporting in the years to come. In addition, the process allowed us to identify our carbon hotspots — the areas upon which we need to focus our improvement efforts and resources right now.

HOW IS A CARBON FOOTPRINT CALCULATED?

- A carbon footprint is measured in tonnes of greenhouse gas emissions (GHG)
- Greenhouse gases are those that have a global warming potential (GWP)
- The three main GHGs are carbon dioxide, methane, and nitrous oxide
- Emissions are converted into CO₂e (carbon dioxide equivalent), a standard unit for measuring carbon footprints
- CO₂e expresses the carbon footprint as a single number with the same global warming potential as the sum of all the different greenhouse gases measured

SUPPLIER AND SITES

To secure a robust process, we engaged the support of an experienced and highly committed consulting firm, the UK-based Green Element. In January 2019, they began the task of calculating our carbon footprint. Since measuring impacts across the whole company would be impractical, we agreed to look at a cross-section of locations/projects from which it would be possible to gauge our overall carbon footprint. Six sites were selected with three criteria in mind: the availability of meaningful data, the ability to establish operational boundaries, and their suitability for use as future examples of what we can achieve.

SCOPE AND RESULTS

Our consultants followed the GHG Protocol, the world's most widely used greenhouse gas accounting standard for organisations. The project's scope included emissions from all measurable fuels, purchased products, energy, consumables, transport, and waste produced. Where we could not verify the data, we made estimates, which is permitted under the GHG Protocol. Calculations were based on 2018 data.

RA SITES MEASURED IN 2019

The chosen six sites represented a cross-section of our activities and operations in a number of countries. They comprised office services, camp construction, accommodation and catering, pest control, and construction:

- Construction of a 320-person camp at a remote site in East Africa
- RA's Dubai offices – company headquarters
- RA's Mogadishu compound — offices, construction projects, accommodation, and catering services
- Pest & vector control services in Somalia
- Entire CAR operations – staff accommodation, offices, construction of concrete slabs and security perimeter blocks/brick walls, and fabrication and installation of roofs
- Provision of camp management services at a remote site in Sudan

RESOURCE MANAGEMENT

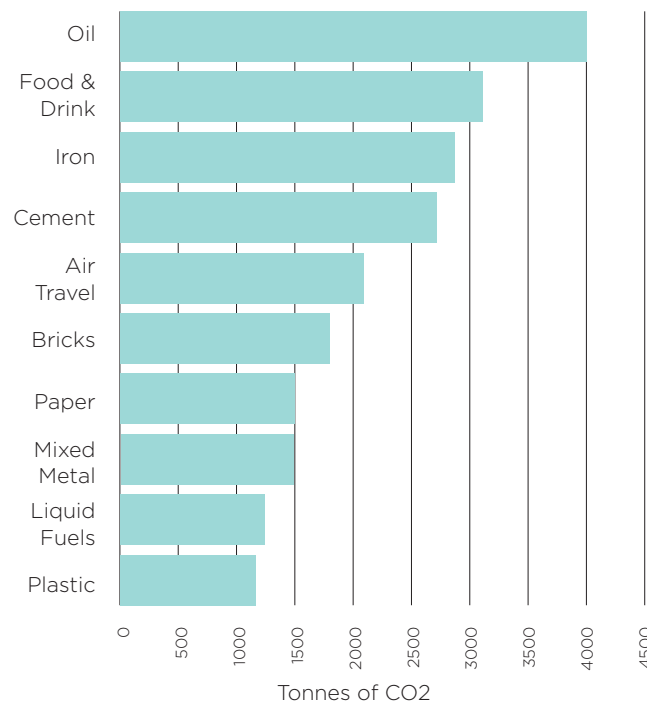


HOTSPOTS AND HOW TO IMPROVE THEM

The report was finalised in September 2019. It showed that most of our greenhouse gas emissions come from the use of oil and what is termed Scope 3 (see chart on page 20). These are indirect emissions that occur in the value chain, and include the use of construction materials, food and drink, electrical equipment, and anything else purchased for use in operations. In our case, the heaviest impacts come from electricity generation from oil, food and drink, metal products for our Mogadishu projects, cement usage, and air travel.

As the chart opposite shows, our hotspots include the use of construction materials, food and drink, electrical equipment, and plastics. In fact, anything that's purchased for use in operations — plus, of course, air travel.

Having identified these hotspots, we began planning actions to 'cool' them. For example, we are exploring different construction methods and systems to reduce our dependence on cement.



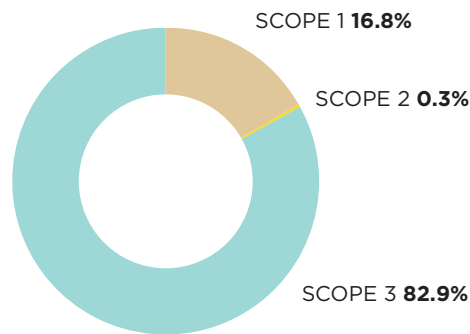
When it comes to food, we are investigating various options, such as carbon-friendly menus, and have already rolled out alternatives to bottled water in various locations (see sections on 'Single-use plastics' and 'WATSAN upgrades' on pages 20 & 21). In terms of renewable electricity generation, we continue to follow developments in the viability and practicality of solar generation (more details in the 'Solar panel' section on page 22).

We are also addressing Scope 1 and Scope 2. In Scope 1, that means paying particular attention to our own or hired vehicles, fuel and gas usage (for transport, heating, and cooking), and the use of refrigerants. Scope 2 emissions are negligible for most projects since we generate our own energy rather than tapping into national grids. However, this is likely to become more relevant as we expand into new territories where we can access national power grids.

RESOURCE MANAGEMENT



As shown in the chart below, most of our impacts are indirect. That means that they're not actually caused by us. They occur in and around our business, in our value chain, for which we are indirectly responsible.



CATEGORIES OF GREENHOUSE GAS EMISSIONS (as per the GHG protocol corporate standard)

- **Scope 1: “All direct emissions from owned or controlled sources”** — such as the use of fuel for our diesel generators.
- **Scope 2: “Indirect emissions from the generation of purchased energy”** — such as electricity purchased for our Dubai and Nairobi offices.
- **Scope 3: “All indirect emissions (not included in scope 2) that occur in the value chain, including both upstream and downstream emissions”** — such as food, air travel, construction materials, and stationery that we use but do not produce ourselves.

CHALLENGES

Construction is one of RA's three key service channels and as such, it's important for us to adopt a sustainable approach, just as we do in the other two areas. However, construction presents a particular challenge since it is, by nature, a high-impact activity. In 2018, we started working on a new, holistic design philosophy with an environmental focus. It covers topics such as the selection of building materials, fittings, and equipment that improve operational efficiency and reduce both impacts and costs. At the start of each new contract, we now engage clients in a dialogue and encourage them to consider climate-smart choices that take the lifetime impact of their project into account.

LOOKING AHEAD

It is clear that the potential benefits of reducing our carbon footprint are not only environmental. Efficiency improvements invariably go hand in hand with cost reductions, and therefore make sound business sense while mitigating impacts. Next year we will again measure our footprint at some of RA's permanent locations to track progress and look for similar projects to benchmark against those that have been concluded.

Waste reduction

SINGLE-USE PLASTICS

During 2019, many single use plastics products were removed or replaced across the company. In the Dubai office, for example, single-use cutlery has been replaced with washable cutlery and in Mogadishu our suppliers are now using reusable crates (supplied by us) for refilling with fresh produce. In Mogadishu, Juba, and Nairobi we have installed reverse osmosis (RO) systems so staff can now fill their reusable bottles/glasses from the RO taps. In other locations, such as Dubai and Bangui, drinking water is supplied in large canisters that are picked up and recycled by the supplier.

COMPOSTING ORGANIC WASTE

In October 2019, RA's first composting system was commissioned in Mogadishu. All the organic waste from our kitchens is now being collected, and the compost is being used for on-site landscaping initiatives. Given the success of this project, we are planning to roll out similar initiatives in other locations in 2020.

RESOURCE MANAGEMENT



Water management

At RA, we are committed to using water more efficiently in order to create a positive impact and contribute to SDG6: Clean water and sanitation, in particular to target 4 – Increase water-use efficiency.

WATSAN UPGRADES AND CLEAN DRINKING WATER IN MOGADISHU

Phase 1 of our Mogadishu Water and Sanitation (WATSAN) facilities upgrades was completed in October 2019. It involved building two large RO plant facilities, drilling a borehole to supply a raw water source, major plumbing works, the procurement and installation of two new wastewater treatment plants, and the installation of two large water tanks, each with a capacity of 50,000 litres.

Water from the RO systems was analysed by two different certified laboratories in Nairobi, Kenya, confirming that it met the World Health Organization's drinking water standard. We also ran tests to benchmark our water quality against that of bottled water in Somalia, and the results clearly indicated that RA's tap water reached a higher standard, being closer in quality to natural spring water. We have a laboratory on site where we continue to test the RO water quality daily.

As a direct result of this initiative, RA stopped buying bottled water for all its Mogadishu staff on February 1st, 2020.

Shortly after completing Phase 1 of the WATSAN upgrades, we began Phase 2. This involves the refurbishment of four wastewater treatment plants and procurement of one new water treatment plant.

While we have for a long time treated our wastewater and drained it to soakaway at no risk to the environment, completing Phase 2 will allow us to begin reusing this treated wastewater for irrigation and construction, and for washing facilities, vehicles, and equipment. Our Mogadishu WATSAN upgrades show that it is possible to create a sustainable closed-loop water system.

FRIENDLY REMINDERS

Several initiatives were introduced across our operations in 2019 with a view to increasing awareness of our sustainability efforts among clients and guests. Placing towel cards in our guests' rooms is one example. This led to a reduction in the number of towels being laundered each day and a subsequent reduction in water and detergent consumption.

LAUNDRY UPGRADES

In 2018, we introduced plans to install industry-leading, environmentally friendly technology in three of our smaller laundries, with the intention of rolling the new design out as standard across all RA sites. Due to other camp upgrades, this initiative has progressed more slowly than anticipated, but we intend to complete it in 2020. In one location we are building an entirely new 240m2 facility that is expected to deliver water savings of 1,197,000 litres per year.

Dear Guest,

Every day, millions of litres of water are used to wash towels that have only been used once.

You can help us make a difference:

- A towel hung on the towel rack means "I will use it again"
- A towel left in the hand wash basin means "I want it washed"



Interested in learning more about RA's sustainability efforts?
Visit: www.rainternationalservices.com/sustainability/

Operated by RA International

RESOURCE MANAGEMENT



Energy

AC UPGRADES

In 2019, many older AC units were removed and replaced with more modern, energy-efficient equipment – at both RA’s and our clients’ compounds. In the absence of energy meters, we were unable to measure the precise reduction in energy consumption. However, a reasonable estimate puts the figure at approximately 30%. In 2020, we will continue to replace our older AC units with the more energy-efficient inverter type.

SOLAR PANELS

Towards the end of 2019, we started preparing for the installation of solar panels on a new building. Due for completion in 2020, this installation will meet the greater part of the building’s power needs and minimise its dependence on generators. This is our first majority solar-powered site, and as such is an important reference case for future projects.

STELLA FUTURA

Aptly named Stella Futura is the company that supplies and installs solar panels for RA. In 2019, they announced their intention to reinvest 70% of the revenue from our joint project to finance renewable energy systems in the parts of Africa where they operate.

As such, they have already made energy system investments at a hospital and a plastic manufacturing and recycling facility in Ghana. In addition to delivering substantial CO2 savings, the installations also create new local job opportunities. In line with Stella’s focus on promoting gender equality, a set number of technicians in all their projects are women that Stella helps become certified.

One of the reasons we chose to partner with Stella Futura in the first place was that our sustainability ambitions are so closely aligned. We look forward to continuing our partnership with them and to supporting their expansion as we push towards our shared goals: energy efficiency, local job creation, and gender equality.

This case is also a good example of how working together can amplify our positive impacts and, as such, make a contribution to SDG 17 – partnership for sustainable development.



RESOURCE MANAGEMENT



SETTING TARGETS FOR RESOURCE MANAGEMENT

Our overarching ambition is to design, engineer, maintain, and run camps in full accordance with the company's sustainability goals.

This includes increasing the percentage of electricity generated from renewable sources, reducing our consumption of diesel through improved energy efficiency, improving water efficiency and starting to recycle water, and reducing waste.

With regard to our carbon footprint, our goal is to reduce our carbon intensity through a series of targeted initiatives in the coming years. At the time of writing, we are in the process of setting KPIs, based on the data gathered in 2018 and 2019. This is a long and complex task, but one that will ultimately lead to a robust strategy for 2021 and beyond. We will provide more information on our resource management targets during 2020.

CONNECTION WITH THE SDGS

By introducing carbon footprint reduction measures 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, specifically target 6.4, Increase water-use efficiency and reduce the number of people suffering from water scarcity.



Our efforts to reduce and handle waste responsibly contribute to SDG 12 – Responsible Consumption and Production, 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.



RESPONSIBLE BUSINESS

‘What we can. Where we are.’

RA’s core Sustainability Strategy supports the UN’s SDGs by focusing on three specific areas: People & Skills Development, Labour Rights, and Resource Management. In addition, we offer further support to the communities where we work, constantly alert to opportunities to contribute to individuals and organisations in need. Here are a few examples from 2019:

SUPPORTING SOMALI COMMUNITIES DURING EID AL-FITR

In June 2019, we made substantial food donations to Somali communities on the occasion of Eid al-Fitr, the Muslim holiday that marks the end of the month-long dawn-to-sunset fasting of Ramadan. Six families in each of Baidoa, Beletwayne, Jowahar, Baledogle, Kismayo, and Dhobley, with an average family size of eight, benefitted from daily iftar meals supplied by RA International. Most of these families were living in refugee camps and had suffered illness or the loss of close relatives and were struggling to make ends meet.

In addition, we donated Eid packages to an entire village of around 150 families near our Baledogle camp.

CONTINUOUS SUPPORT FOR ANTI-HUMAN TRAFFICKING INITIATIVE FREE AS A HUMAN

Since 2018, RA International has been a committed partner to 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. In July 2019, we began selling Free As a Human merchandise in our convenience store within our Mogadishu compound. Our aim was twofold: to raise money for the Free As A Human initiative and to raise awareness of our support for the initiative among staff and clients in Mogadishu. As a direct result, in October 2019 the British Forces in Somalia (an RA client) organised a charity fitness event called the Somali Spartan. Several teams took part, raising approximately US\$6000 for HAART Kenya, which is the main beneficiary of the Free As A Human initiative and a long-term partner of RA International.



RESPONSIBLE BUSINESS

CONTINUOUS SUPPORT TO BANGUI ORPHANAGE

Since early 2017, we have supported an orphanage in Bangui with monthly food donations and workers to upgrade their facilities, and by paying their utility bills. The orphanage is run by nuns from the Congregation of the Apostolic Oblate Sisters of Our Lady of Lourdes and is home to around forty-five children.

In 2019, we started talking to the leaders of the orphanage about how we could help them become more self-sufficient and less dependent on our donations. As part of this, our CAR team are currently looking into ways of assisting the orphanage in setting up its own income-generating activities, which we hope will enable them to better support the children in the long term.

ELISABETH MANDABA

RA in CAR continues to support Elisabeth Mandaba, the Olympic athlete on our team in Bangui, through flexible working arrangements and by sponsoring her training fees and kits. Elisabeth represented her country at the 2016 Olympic Games in Rio de Janeiro, where she set the national record in the Women's 800 metres. In countries like the Central African Republic, where state funding for sports is limited or non-existent, athletes often have to support their sporting activities through regular work. We believe our support for Elisabeth not only helps her continue to be successful on the running track, but also positions her as a role model for young women in CAR and helps put the country on the sporting map.

In 2019, RA put Elisabeth in contact with a team from CGTN, the Chinese broadcaster for Africa. They ran a feature on her, which will be aired in 2020. We hope that this will give Elisabeth the exposure she deserves and that her story will inspire other young athletes to follow in her footsteps.



DATA

Local vs. international staff employed and gender ratio

The following table shows the ratio of international vs. local staff employed at RA during 2019. The figures are based on the average number of staff in each country of operation, each month.

	INTERNATIONAL	LOCAL
Africa	640	1080
Other	54	5
Total Staff:		1779
Local staff:		1085 (61%)
Total female staff:		176 (10%)

English lessons in South Sudan and CAR

	SOUTH SUDAN (JUBA)	CAR (BANGUI)
Start date	Sep 29th, 2019	Nov 18th, 2019
Nr. of attendees	10	24
Total hours of instruction in 2019	360	360



DATA

Carbon footprint

RESULTS PER PROJECT/LOCATION

Please note that 2019 was our baseline, target-setting year. We are now working to reduce RA's carbon footprint and will show comparisons against the figures below in our 2020 report.

PROJECT	SCOPE 1*	SCOPE 2*	SCOPE 3*	ALL SCOPES*	TONNES PER UNIT
320-person camp construction East Africa	6		439	445	1.4 per future resident
Dubai offices		91	430	521	9.5 per employee
Mogadishu compound	2,913		13,703	16,616	45.0 per resident
PVC services Somalia	377		266	643	0.09 per animal treated
CAR operations	454	0.02	7,529	7,983	64 per unit constructed
Camp mgmt. at remote site Sudan	1,054		1,408	2,462	20.7 per resident

* tonnes of CO2 emissions

SCOPES AND BOUNDARIES

- RA International'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, which include
 - Freighting of purchased products from point of sale to point of use - some basic information was provided, but not sufficient for across-the-board best estimates/calculations
 - Shared electricity consumption is omitted or estimated from similar camps analysed
 - Sizes and weights of some purchased items (estimated using standard sizes)

UN Global Compact COP assessment

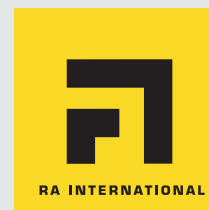
This report serves as our annual Communication on Progress and describes our actions to continually improve the integration of the compact and its principles into our business strategy, culture, and day-to-day operations.

HUMAN RIGHTS	ACTIONS IN 2019
<p>Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Our position on human rights was further embedded into our business through regular policy training and by carrying out a large-scale employee survey to identify areas in need of further attention.</p>
<p>Principle 2 Make sure that they are not complicit in human right abuses.</p>	<p>All our employees are made aware of their rights, and we have mechanisms in place to ensure any shortcomings can be reported anonymously and dealt with effectively.</p> <p>See details on pages 13-16.</p>

LABOUR	ACTIONS IN 2019
<p>Principle 3 Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<p>During 2019, 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).</p>
<p>Principle 4 The elimination of all forms of forced and compulsory labour.</p>	<p>We continue being a committed partner to Free As A Human, an initiative to end the sexual exploitation of young girls, the use of child labour, and all other forms of human enslavement.</p>
<p>Principle 5 The effective abolition of child labour.</p>	<p>Our 2019 employee survey indicated that some of our employees experience discrimination in the workplace, and we are now taking actions to remedy this situation.</p>
<p>Principle 6 The elimination of discrimination in respect of employment and occupation.</p>	<p>Looking beyond our own operations, a small-scale survey was carried out with some of our key strategic suppliers in 2019. The survey results will guide the way we engage with them in 2020 and beyond.</p> <p>See details on pages 14, 15 and 24.</p>

UN Global Compact COP assessment

ENVIRONMENT	ACTIONS IN 2019	ANTI-CORRUPTION	ACTIONS IN 2019
<p>Principle 7 Business should support a precautionary approach to environmental challenges.</p>	<p>In 2019, we piloted several innovative technologies to reduce water and power consumption and commenced installing solar panels on a new building – our first majority solar-powered site, which will serve as a reference case for future projects.</p>	<p>Principle 10 Business should work against corruption in all its forms, including extortion and bribery.</p>	<p>Throughout the year, we continued to reinforce our zero-tolerance stance on bribery and corruption through policy training and supply chain engagements, and by encouraging RA staff and suppliers to report any misconduct via our independent whistleblower channel.</p>
<p>Principle 8 Undertake initiatives to promote greater environmental responsibility.</p>	<p>We also calculated the carbon footprint of selected sites and projects. This provided us with a baseline against which to track improvements and helped us identify the areas upon which we need to focus efforts and resources in 2020.</p>		<p>See details on pages 13-16.</p>
<p>Principle 9 Encourage the development and diffusion of environmentally friendly technologies.</p>	<p>See details on pages 17-23.</p>		



We deliver. Regardless.