

Sustainability Report

2021





Our mission

Through infrastructure and support services, we simplify project success for organisations that aim to make a difference.

Our vision

The most reliable partner for projects with global impact.

Our purpose

We deliver immediate results and lasting change.

COO Foreword

Lars Narfeldt



We've built RA International on honesty, transparency, equality, and a belief in doing things right. This has always been our philosophy, which has remained steadfast through the challenges we faced in 2021. Key sustainability targets have been met, and we've continued to make strong progress across the areas of environmental impact, social impact, and governance.

Our business exists to help clients do what they need to do successfully, in environments that are often complex, remote, and sometimes risky. We recognise that we're guests in the places where we work, and we carry out every project sensitively, safely, and supportively. The aim is always to enhance the surrounding communities – improving their quality of life, infrastructure, economy, and prospects. Our presence may be temporary, but our impact is long lasting.

2021 was a challenging year. Not only were we affected by the continuing pandemic, but in March, a terrorist attack on the town of Palma in Northern Mozambique, resulted in the confirmed death of one valued member of staff. The attack was unexpected by RA and all other companies operating in the area. The entire community suffered great losses with a number of people still unaccounted for, including RA staff. We focused on supporting families and ensuring the safety and mental wellbeing of our colleagues. This included offering trauma counselling which was taken up by a high number of employees. While we often operate in conflict zones, we have never encountered anything like this before, and we hope we never will again. We learnt valuable lessons about responding to crisis situations and how to best support our teams. The attack led to the suspension of operations in the region both for us and our clients.

I'm proud to say that our staff more than rose to the challenges we faced. They remained dauntless: their energy and commitment to delivering top quality work, while supporting our sustainability priorities, has never wavered.

Despite the challenges, 2021 also saw some real highlights. We continued to make a positive social impact through our activities by building skills and employability, and reduced our carbon footprint. To support our clients' own sustainability goals, we incorporated low carbon solutions and renewable energy options into our bids.

On the health and safety side, our new management tool MANGO has transformed the way we manage, report and record incidents.

We implemented programmes to support both staff and local communities in protecting themselves against COVID-19, providing vital information, distributing PPE, and improving access to vaccines. As a result of our initiatives, by the end of the year 83% of our staff had been fully vaccinated.

A great deal of work has been done "behind the scenes" to set the future direction for RA's sustainability activities and ensure progress continues to be made. This included a rigorous refresh of materiality – looking at our own priorities and the expectations of our stakeholders, and selecting areas of investment where we feel we can do more. Through this work we identified eight key focus areas for which we'll set specific targets and appoint dedicated managers to drive improvements.

In addition, towards the end of 2021 we rolled out a new brand identity which affirmed our purpose, mission, and values. This provides a foundation for our corporate culture, the types of projects we want to take on, and the organisations we want to work with and for.

One area which has been disappointing is local employment, which dropped significantly in 2021 for two reasons. Firstly, COVID-19 delayed the commencement of new projects while some projects were closed out, resulting in a temporary reduction in local staff numbers. Secondly, to prevent the spread of the virus, some of our clients requested us to close our compounds to local communities, which meant we had to utilise our existing international staff to carry out work. Through smart planning we did manage to retain more local staff than anticipated, but still below the numbers we would normally engage.

COO Foreword

There's a lot to look forward to in 2022. We'll allocate resources to reduce our carbon footprint further, apply innovative methods to construction, and select clients and suppliers that share our values, guided by a clear framework based on ESG principles.

Our purpose is to deliver immediate results and lasting change. Working sustainably is good for our people, good for the communities where we work, and good for our business. We foster trust and co-operation with employees, clients, suppliers, partners, and local governments and communities. This secures the goodwill we need for the continuing success of our operations, while ensuring we have a workforce made up of skilled, committed, and productive people – and they are the main contributor to the success of our projects.

We will continue to lead by example and conduct our business to international and best practice standards. I would like to thank all my colleagues for making this a possibility in 2021, through our work in unfamiliar countries and cultures, in remote locations, and in conflict areas.




Lars Narfeldt
COO



Statement of continued support for the UN Global Compact

RA became a signatory of the United Nations Global Compact in 2008. The Ten Principles closely reflect our own philosophy, standards, and values. See page 32 ♦ for full details.

In 2021, our CEO Soraya Narfeldt was a speaker at the UN's Target Gender Equality LIVE. We also participated in the SDG Ambition Accelerator through the UN Global Compact Network UAE. The six-month programme informed our materiality refresh and strategy setting, while challenging us to set more ambitious corporate targets and accelerate the integration of the Sustainable Development Goals ("SDGs") into our core business management.



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.

Our year in review



Environment

Further investments into monitoring and mitigating environmental impact

Mogadishu carbon footprint
6,829 tCO₂e
 (2020 restated: 7,734)

Expanded the number of sites included in our carbon footprint calculations

Evolved our strategy to reduce the environmental impact of the materials we use



Social

Staff
1,169 average (2020: 1,658)

Diversity
50+ nationalities (2020: 45+)

Local labour participation
42% (2020: 55%)

Local staff promotions
5% (2020: 2%)

Gender ratio
13% female staff (2020: 10%)



Governance

Female Directors
29% Chair and CEO

Conducted a comprehensive materiality refresh

Refined and strengthened our client selection process

Completed risk management refresh and carried out a data boundary and sphere of influence exercise

Materiality and strategy

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

Environment

Managing our resources efficiently

Why it matters

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

Social

Making a positive impact on people and economies

Why it matters

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

Governance

A culture of responsibility and accountability

Why it matters

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



Materiality refresh

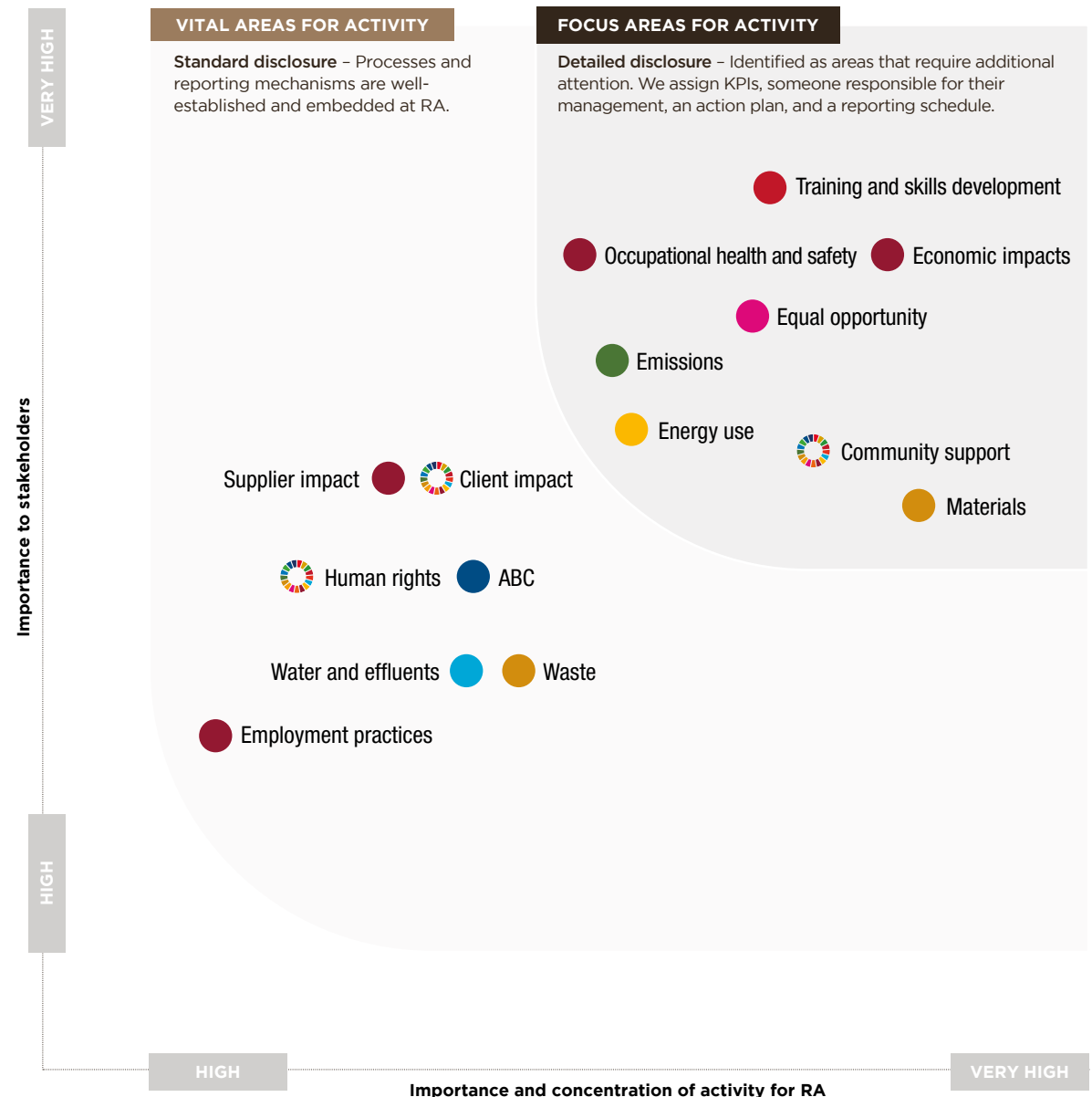
In 2021, we carried out a materiality refresh to update our sustainability strategy and ensure it is aligned with our stakeholders' key concerns.

The outcome provides us the rationale for our sustainability operations and communications until 2024, when the exercise will be repeated. The assessment involved a carefully considered four-stage process:







1	2	3	4
Develop inventory of sustainability topics	Reduce the topics and create the matrix	Map stakeholder views	Refine matrix
Using global reporting standards as well as academic and industry research, we collated a broad universe of material topics and began exploring their significance for RA from a sustainability perspective.	Following internal discussions we narrowed down the 30 topics identified in Step 1 to the most vital to RA in terms of social, environmental, and financial impact, and plotted them onto a matrix.	With the help of an external party, we conducted deep-dive interviews with stakeholders on the key material topics identified by RA.	Finally, we reviewed the matrix and adjusted the placing of the topics according to the feedback received from stakeholders.





Given the nature of our business and the locations where we work, we were unsurprised to find that social issues were, for the most part, set above environmental concerns. To give some context, we work in many countries where there are few formal employment opportunities, a high unemployment rate, a lack of job skills, and where conflict is either current or a very recent memory. To show our commitment to supporting positive outcomes, it is important that we lead by example and conduct our business to international and best practice standards. For more information on how we engaged with our stakeholders in 2021, see page 26 ➔

Key:



Material topics

VITAL AREAS		SDG TARGET
Supplier impact	We carry out detailed due diligence on our suppliers to prevent negative impacts and ensure that our suppliers share the same zero tolerance stance towards child labour and human trafficking.	 8.7 Eradicate forced labour, end modern slavery and human trafficking
Employment practices	We provide decent work and fair pay in a safe and secure environment, and we uphold international best practice with regards to employment wherever we operate.	 8.5 Achieve full and productive employment and decent work for all
Client impact	We work with clients who share our values and we consider “whole project” impacts in addition to our own direct impacts.	 ALL
Waste	We reduce the amount of waste we produce and we manage how waste is handled and treated to minimise environmental impact and to limit negative impact on local communities.	 12.5 Reduce waste generation through prevention, reduction, recycling, and reuse
Water and effluents	Fresh water is a precious resource. We minimise our consumption and treat wastewater to limit environmental and social impacts.	 6.4 Increase water-use efficiency
Human rights	We uphold and advocate for human rights in our sphere of influence.	 ALL
Anti-bribery and corruption (“ABC”)	We have clear ABC policies and do not tolerate any forms of bribery and corruption.	 16.5 Reduce corruption and bribery in all their forms

FOCUS AREAS		SDG TARGET
Training and skills development	We have a direct and lasting impact through transferring skills, providing education, and motivating and developing staff.	 4.4 Increase the number of youth and adults who have relevant skills
Equal opportunity	Strong diversity is at the core of RA. We challenge bias by providing employment regardless of age, sex, disability, ethnicity, origin, relation, or economic status, and have a special focus on female progression.	 10.2 Promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic status
Occupational health and safety	Our work takes us to conflict zones where there is a high risk of harm to human life. Ensuring the health and safety of our staff and those we work with is therefore a high priority. The COVID-19 pandemic has focused our attention on the mental health of our staff and on the protection of our staff and communities from disease.	 8.8 Protect labour rights and promote safe and secure working environments for all workers
Economic impacts	Our activities have a direct and indirect impact on local economies through employment and support of local enterprise.	 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship and innovation
Community support	We support the communities where we operate through charitable activities and by responding to urgent needs and events under the principle of doing “What we can. Where we are.”	 ALL
Materials	We use a lot of raw materials in our operations. We are applying innovative methods to reduce the volume of raw materials used, to save both the environment and money for ourselves and for our clients.	 12.2 Achieve the sustainable management and efficient use of natural resources
Energy use	Energy is important because we generate our own energy in much of our business. We invest in energy efficiency as well as renewable energy to reduce costs and environmental impact.	 7.2 Increase substantially the share of renewable energy 7.3 Double the global rate of improvement in energy efficiency
Emissions	We have set science-based emissions reduction targets for parts of our operational locations and continue to align our business to the Paris Agreement.	 13.2 Integrate climate change measures into policies, strategies and planning

Sustainability risks and organisational boundary

When plotting RA’s materiality matrix, we took into consideration our key sustainability risks, which sit within RA’s Corporate Risk Management System (see page 24 ▶ for further information). Our environmental and social activities and governance process are designed to limit, mitigate, or manage potential sustainability risks. We concentrate our activities on topics where we can have the most impact and those that are critical to the long-term economic, social, and environmental sustainability of the Company.

As we track more data, we need to ensure that we use comparative and consistent methods across our activities. This led to a separate exercise in understanding the boundaries of our influence and our direct and indirect impacts, since our business is often linked closely to our clients’ activities. In doing so, we can make better decisions, set clear targets, and allocate budget to projects with a clear understanding of what can be achieved from our efforts (see page 24 ▶ for more information).

Environment Managing our resources efficiently



Environment

➤ Management approach: Minimising our environmental impact

When it comes to managing our resources, we focus on whole life cycle impacts, and apply innovative construction methods and operating procedures that save both money and the environment.

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

For further information on how sustainability is managed at RA see page 23 ➤

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

Given the rapid development of our Company and the dynamic environments in which we operate, our carbon footprint calculations include a selection of representative locations. Long term, our ambition is to align the entire business with the Paris Agreement, and follow the reporting recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”).



We have measured our carbon footprint of selected locations since 2018, following the GHG Protocol – the world’s most widely used greenhouse gas accounting standard – and report on Scopes 1, 2 and 3. Our data is independently verified by UK-based environmental consulting firm, Green Element.

RA’s environmental management system is certified to ISO 14001:2015.







Environment

Reducing our carbon footprint

Having calculated our carbon footprint since 2018, we reduce our emissions by setting strategies that focus on the largest contributors across each of our business segments and offices. These are calculated from a select number of representative and permanent locations.

Largest sources of our own emissions by service channel and how we respond

<div style="background-color: #1a4d4d; color: white; padding: 5px; border-radius: 5px; margin-bottom: 10px;">Supply Chain</div> <div style="text-align: center; margin-bottom: 10px;"></div> <p>Scope 3: Packaging and transport¹ of materials</p> <p>Source materials from local or regional suppliers where possible, and use intelligent packing methods to reduce the volume of packaging material</p>	<div style="background-color: #1a3d5d; color: white; padding: 5px; border-radius: 5px; margin-bottom: 10px;">Construction</div> <div style="text-align: center; margin-bottom: 10px;"></div> <p>Scope 3: Materials: concrete and metals</p> <p>Implement innovative building techniques to reduce materials, and recycle or reuse materials where possible</p>
<div style="background-color: #e69d00; color: white; padding: 5px; border-radius: 5px; margin-bottom: 10px;">Integrated Facilities Management (“IFM”)</div> <div style="text-align: center; margin-bottom: 10px;"></div> <p>Scope 1: Diesel used for electricity generation (e.g. for laundry and air conditioning)</p> <p>Procure energy-efficient equipment and install renewable energy where practicable</p> <p>Scope 3: Food and drink</p> <p>Consider the carbon intensity of different food items and design our menus accordingly</p>	<div style="background-color: #800000; color: white; padding: 5px; border-radius: 5px; margin-bottom: 10px;">Offices</div> <div style="text-align: center; margin-bottom: 10px;"></div> <p>Scope 2: Purchased energy</p> <p>Adopt responsible behaviours</p> <p>Scope 3 Air travel</p> <p>Only travel when absolutely necessary</p>

Our single heaviest carbon output comes from diesel consumption for electricity generation in our remote camps (Scope 1). Overall, our biggest source of emissions arises from indirect emissions (Scope 3), which includes food and drink, air travel, and construction materials.

Each year we increase the number of permanent sites included in our carbon footprint calculations, adding our Nairobi office and Khartoum and Juba compounds in 2021 to existing data for our Mogadishu compound and Dubai office. In line with our data boundary, we focus calculations on activities over which we have direct control including fuel, purchased products, energy, consumables, business and leave travel, and waste.

Total carbon emissions in 2021 for calculated sites were 7,941 tCO₂e². For full details on our results, see page 30 ➤ In Mogadishu and Dubai, where we have comparative data for 2020, total carbon emissions reduced by 11% to 7,172 tCO₂e (2020 restated³: 8,030 tCO₂e).

“As RA employees, we want to learn more about the climate, the environment, all the changes that are happening. That would be helpful.”

Ahmed Hussain
HR Assistant
Somalia

1 Due to insufficient data, the freighting of products and materials is omitted in our carbon footprint calculations.
 2 tCO₂e = tonnes of carbon dioxide equivalent.
 3 Data for 2020 restated following a recalculation of air travel and an updated conversion factor for bottled water consumption in both locations, and recalculation of vehicle fuel emissions in Dubai.

Environment

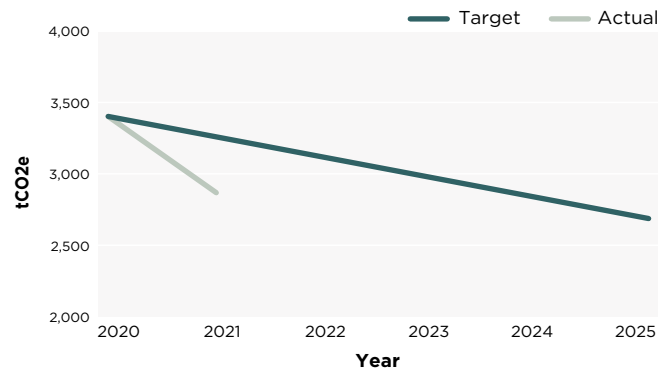
Reducing our carbon footprint

Mogadishu science-based targets update

In 2020, we set science-based targets for our Mogadishu operations, one of our most established locations. Our goal by 2025 is to reduce our Scope 1 emissions by 21% and our Scope 3 emissions by 2% per resident per year.

Scope 1 – absolute emissions¹

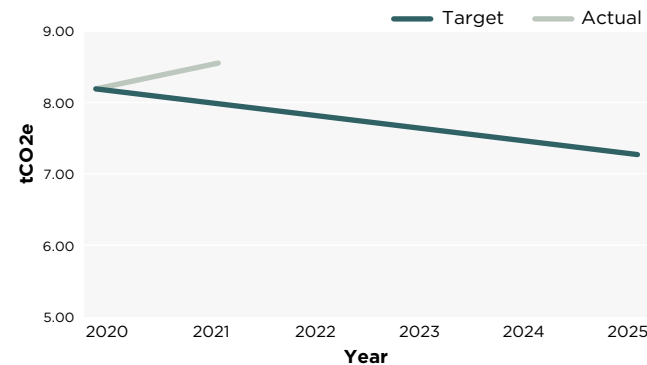
We've made great strides with our Scope 1 emissions, reducing our carbon output by 15.7% between 2020 and 2021. This can be largely attributed to the commissioning of solar panels towards the end of 2020, improvements in energy efficiency, and an 11% drop in residents in our Mogadishu compounds in 2021 compared to 2020.



	Base year 2020 tCO ₂ e	Current year 2021 tCO ₂ e		2025 target tCO ₂ e	2025 reduction target
Scope 1¹	3,402	2,868	-15.7%	2,687	-21.0%

Scope 3² – emissions per resident³

Scope 3 emissions per resident (excluding non-business air travel) increased from 8.19 to 8.51 tCO₂e/resident. The increase is attributable to a rise in the use of construction materials to upgrade perimeter fencing, as well as plastics and rubber – namely the purchase of PPE to prevent the spread of COVID-19. All our sites have a base operating requirement, and so the lower occupancy also led to an increase in emissions per resident.



	Base year 2020 restated ⁴ tCO ₂ e/resident	Current year 2021 tCO ₂ e/resident		2025 target tCO ₂ e/resident	2025 reduction target
Scope 3	8.19	8.51	+3.9%	7.27	-10.0%



Tackling our “foodprint”

We pride ourselves on making our compounds feel like a “home away from home”, and one way we achieve this is by cooking great quality, tasty meals.

Food and drink accounts for around a quarter of our carbon footprint in Mogadishu – a major contributor. In 2021, we started to pay greater attention to our menus. For example, while meat accounts for 16% of total weight of the food we order, it contributes to 63% of our total foodprint. On the other hand, fruit and vegetables make up 31% of quantity, but just 4% of emissions.

As such, we have been varying the types of proteins on our menus, resulting in a 13% decrease in emissions from meat in 2021 compared to 2020 – all while keeping our meals as delicious as ever.

1 Since we generate all our energy ourselves in our Mogadishu operations, they do not cause any Scope 2 emissions.
 2 Includes indirect emissions from goods and services purchased in order to carry out activities, notably emissions from food and drink, business air travel, and construction materials.
 3 Average resident number in Mogadishu of 454 in 2020 and 404 in 2021.
 4 Data for 2020 restated following a recalculation of air travel and an updated conversion factor for bottled water consumption.

Environment

Energy

Our approach:

- Improve energy efficiency
- Increase the percentage of energy generated from renewable sources
- Foster energy conscious behaviour amongst staff and clients

In 2021, we generated 86% of the energy used across our operations ourselves. This is why energy usage features so high on our agenda – we have control and can significantly reduce our impact. For the balance of our energy requirements (14%), we were either able to access the national electricity grid, or consumed power generated by third parties such as clients. See data on page 31 ➤

At present, 3.4% of the power that we generate ourselves comes from renewable sources. The rest comes from diesel generators, which have traditionally been the most reliable source of energy in remote locations. However, this is changing rapidly – advances in technology and associated price reductions are quickly rendering renewable energy the most reliable, and in the longer term, the most affordable power solution. We are seeing this first-hand with our own solar PV installation, for which the first year of data is showing a faster payback period than originally anticipated.

As such, our ambition is to include renewable energy options in all client bids that involve energy infrastructure. Presenting our clients with options enables them to evaluate their available up-front budget against long-term cost savings and environmental impact.

Materials

Our approach:

- Whole life cycle approach to materials
- Reduce the amount of high carbon emission materials
- Seek and test reliable sustainable alternatives

We use a lot of materials in our business and the biggest sources of emissions come from the use of concrete and metals. Our ambition to align our entire business with the Paris Agreement drives innovation and the materials we procure.

We test alternative materials for their durability, performance, and sustainability credentials when they become available. However, the high humidity and salinity of some regions in which we work often limit our choices when considering the whole life cycle of a material. In these cases, we focus on reducing environmental impact and costs – two factors which often go hand in hand. For instance, we design our structures to reduce the amount of concrete used by 25%, compared to conventional designs, and reduce the thickness of steel rebars without limiting performance. We also optimise our electrical systems, using low-voltage lines to decrease the amount of copper wire needed. Where we can, we move away from short-lived usage towards long-lasting materials and equipment that can be used again and again. For example, we design our temporary camps so that they can be relocated or stored until needed again.

Getting materials to where they are needed is one of our biggest challenges. When looking at the whole life cycle cost of materials, we also look at the travel footprint. We aim to procure materials either locally or regionally, rather than shipping internationally when possible.



Offering sustainable solutions

In 2021, we took a new approach to our bidding. We know that most of our clients have their own sustainability targets and goals, and that they too must be pragmatic in their choices.

To support them, we have started providing traditional and sustainable supply and construction options in our bids, separating out any associated additional cost. While the up-front budget of implementing sustainable options may be higher, there are considerable long-term gains to be made. We have found that providing this detail is welcomed, as clients can then make an informed decision with a full understanding of how their procurement approach may impact their own sustainability reporting.

We were extremely pleased when in 2021 a client chose the sustainable option that provided for additives into a concrete structure to improve its durability and longevity over the standard option, halving the CO₂e emissions associated with the project over its lifespan. We will continue to advocate for low carbon solutions and anticipate that more and more clients will chose the sustainable option.

Environment

Waste

Our approach:

- Reduce the amount of waste our operations generate
- Select products and materials that can be recycled or produce less waste
- Increase the amount of waste composted and recycled

The Company produces relatively little wastage from construction projects as we plan ahead and order only what we need. Unused materials are recycled or reused where possible, and in some cases, such as untreated wood, are donated to local communities. The IFM business generates food waste which is composted and uses recyclable packaging materials where possible. For example, we have changed our pack-lunch menus to reduce non-recyclable packaging, removing foil wrapped potato chips and using aluminium cans instead of single use plastic bottles or drinks cartons.

We install high quality water processing systems to enable our staff and clients to drink water directly from our taps, rather than from plastic bottles. Over the past two years, we have invested heavily in running a close to paperless business and now produce very little paper waste across the Company. This can be seen clearly in the drop in paper waste we sent for recycling from our headquarter in Dubai, UAE, which remained operational throughout the pandemic, from 1,647 kgs in 2020 to 328 kgs in 2021.

Our supply chain systems generate large amounts of waste in the form of packaging used to protect materials in transit. We are working on reducing this by consolidating containerised loads rather than individually crated break-bulk, and by using intelligent packing methods to reduce the volume of packaging material. An example of this is our use of mattresses, toilet paper and linen as buffers between fragile products rather than using large amounts of protective material. We employ waste removal firms with established recycling infrastructure wherever possible, but in the absence of these we use incinerators to burn waste that cannot be reused or recycled. Whilst this is not an ideal solution, we believe it is better than sending our waste to a landfill in remote areas. Our new designs incorporate the innovative use of heat exchangers on incinerators, which substantially reduces our energy footprint by producing up to 1,600 litres of hot water per hour that can be used for showers or laundry.



Water

Our approach:

- Improve water-use efficiency
- Increase the percentage of water recycled
- Foster responsible behaviour towards water use

Our work takes us to areas where there is water scarcity and therefore water-use efficiency is a material issue to our business.

Where we have no reliable mains water supply, we draw water from underground sources for use in kitchens, laundry, bathrooms, and irrigation. Where we can, we treat water to WHO potable water standards to reduce plastic waste and costs associated with purchasing bottled water.

We look to improve water-use efficiency, by reusing and recycling water. In 2021, we recycled 6% of the water we consumed. All our sewage water is treated and any water that is not recycled is drained into soak-aways. See data on page 31 ➤

We have an ongoing programme of upgrades to water and sanitation facilities as well as initiatives to promote responsible usage of water.

Social
**Making a positive
impact on people
and economies**



Social

➤ Management approach: Investing in communities

We want to positively affect the communities in which we operate through training and education, economic impacts, community support, and equal opportunity.

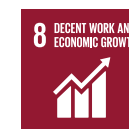
In addition to sparking initiatives that address specific local needs, we provide real opportunities for individuals to grow and develop. Every action we take is designed to make a lasting impact. This approach builds trust and good relations, and it earns us our licence to operate.

Community investment has been at the heart of our operations since RA was founded in 2004. It starts at the very beginning of each project we take on: we consider the social impacts we can make from the bid process stage onwards. We also look at social aspects in the context of the project as a whole, taking into account not only our own impact, but also those of our clients and suppliers.



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

William Makuac Bol
Local community representative
South Sudan



Social

Direct employment, training and education

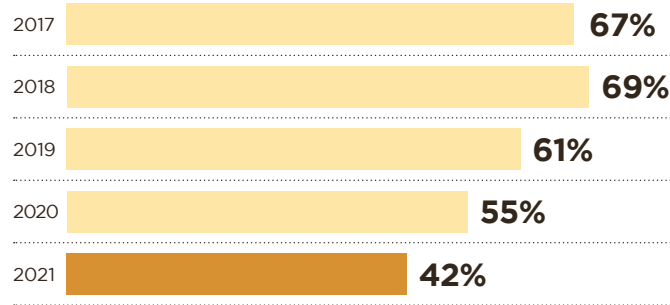
We recruit as many local people as we can, providing jobs and skills development opportunities in locations where unemployment rates are often high. Their knowledge and experience of the challenging areas we work in are indispensable, and they are major contributors to the success of our projects.

Local labour participation at 42% in 2021 was well below previous years as a result of COVID-19 and instability in a number of countries where we have projects. In the context of our social ambitions, we are disappointed by the outcome.

When the pandemic began, we did all we reasonably could to continue employing local staff. However, as clients sought to limit the spread of COVID-19 and a number of projects were put on hold, it became evident that we would need to reduce the number of local staff we employ. We expect the percentage to return to former levels in the future.

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

Local labour participation



Access to free online education

In Juba, South Sudan, we provided staff with computers after work hours to access the Khan Academy educational platform, along with a member of our HR team being on hand to help with researching and selecting courses. Employees have learnt a range of new skills including computing, cooking, mechanics, writing and reading, task management, accounting, and communication. Our staff have told us that these skills have helped them perform their work tasks better which affords them the opportunity to get promoted – encouraging others to improve their skills as well.

Learning English makes people more employable, in particular with global companies. In 2021, we offered English language classes to local employees in Mogadishu, which were delivered remotely through Hano Academy, a local educational and vocational institute. Alongside the benefits this brought to staff, the initiative improved communication on site. 16 staff sat and passed the exam at the end of the course, receiving accredited certification.

Social

Promoting from within

Promoting from within keeps our corporate values and culture strong, along with ensuring we use our human resources efficiently and take full advantage of our talent. In 2019, we set a goal to promote 2% of our local workforce each year over a three-year period. Since many local employees join RA as unskilled or semi-skilled workers, preparing them for higher positions is a major commitment, involving significant time and effort – and this investment is well worthwhile. In 2021, 5% of our local staff were promoted, representing 57% of all promotions across the Company.

When there’s an opening for a skilled position on our team, we consider existing employees first, including staff currently employed in unskilled positions. We look at the positions they held before joining RA, and the new skills they have gained while working with us. Only if the required skills cannot be found or transferred internally do we hire new staff. We have had particular success in promoting from within in Juba, South Sudan, where 11% of local staff received a promotion in 2021, resulting in great team morale as our staff see that they will be rewarded for their hard work

Promotions of local staff as a result of upgraded and/or reassessed skills

2019 Baseline	1%
2020	2%
2021	5%
Goal	2% of local workforce promoted each year in 2020, 2021, and 2022 (6% over three years)

Creating equal opportunities

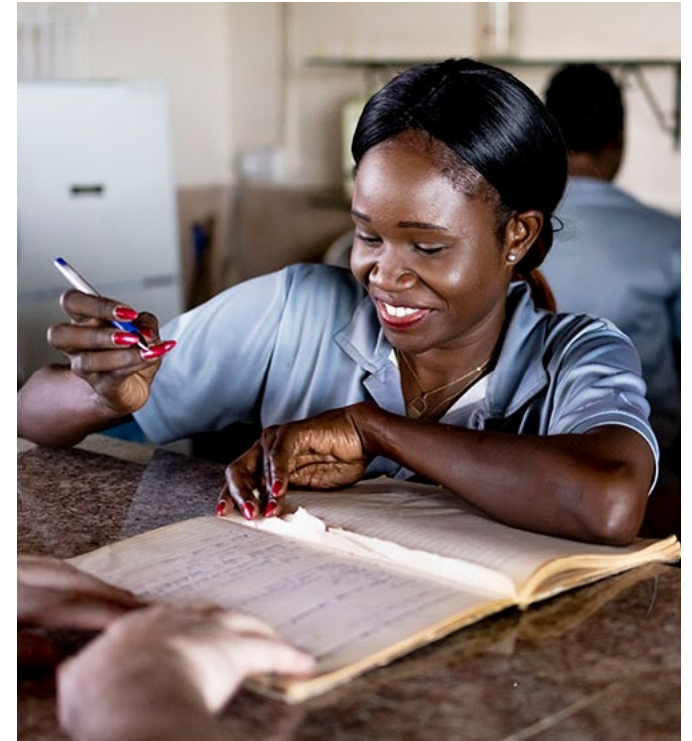
Providing equal opportunities and having a diverse workforce is embedded deeply in our DNA. We believe having a diverse workforce of more than 50 nationalities is one of the main contributors to RA’s success. We are committed to enabling all of our employees to achieve their full potential, irrespective of gender, disability, age, race, colour, nationality, sexual orientation, religion, or personal beliefs.

We have received recognition from, amongst others, the UN Target Gender Equality for our efforts to include more women across our workforce – and the investments we’ve made in this area are paying off. In 2021, average female participation increased to 13%, up from 10% in 2020. This puts us on course to achieve our target of 15% in 2022. Notably, RA’s Chair and CEO are both female.

Further details of our gender ratio by country can be found on page 29 ➤, highlighting how geographical differences can affect the percentage of women we are able to recruit in each country.

Annual average percentage of female employees

2019 Baseline	10%
2020	10%
2021	13%
Goal	15% in 2022



Social

Occupational health and safety

Employee wellbeing has never been more important. We identify the global, local, and on-site risks that could impact the health and wellbeing of our workforce, and we take a proactive approach to addressing them. As well as reducing illness and injury, the measures we take lead to a better, happier work environment.

Our health and safety management tool, MANGO, which was introduced towards the end of 2020, has transformed the way we manage, report, and record health and safety at RA. The system is aligned with internationally recognised management systems and, as a real-time, cloud-based software platform it provides accurate and timely reporting. In 2021, we had no reportable incident under RIDDOR (2020: 1). This translates into a lost time incident rate (“LTIR”)¹ of nil (2020: 59).

In 2021, we paid particular attention to educating our staff on the importance of recording near misses as well as accidents, assuring them that the purpose is to learn and make improvements for everyone’s benefit, rather than to assign blame. Providing this assurance is critical especially in areas where there is little job security and people can be fearful of speaking up. As a result, ten reports of near misses were recorded during the year compared to one in 2020.

All RA’s employees have access to medical services. Every one of our sites has a dedicated health and safety noticeboard, which includes up-to-date information, guidelines, protocols, and announcements for staff. We also hold regular Toolbox Talks on topics such as how to properly use PPE, and how to operate equipment safely.

In addition to occupational health and safety, we provide on-site security teams to keep our workforce safe at a level appropriate to the local situation and degree of security risk.

Supporting our teams in Mozambique

Following the insurgent attacks on the town of Palma in March 2021, we offered trauma counselling to staff who had been affected. This was taken up by a high number of employees. We learnt valuable lessons about responding to crisis situations, and how best to support our teams, which we are applying across the organisation.

HSE training

In person training on HSE is vital to ensuring everyone has the knowledge to keep themselves and their colleagues safe, also encouraging individual responsibility and accountability. In 2021 we carried out training across various countries of operation, and each employee received an average of 30 hours of HSE training.



Preventative health services

Prevention is always better than cure, which is why we’re investing in preventative health and wellness services for our staff.

In Juba, South Sudan, we have initiated a pilot programme whereby each employee receives a weekly 15-minute “check in” with RA nurses, looking at both their physical and mental wellbeing. Staff can also visit the clinic to seek medical advice and talk about their concerns whenever they need to. We offer regular talks on common illnesses, as well as operational-related conditions, while our ‘Well Woman’ programme is supporting RA’s ambition to hire – and retain – more female staff.

As a result, absenteeism in the six months following the introduction of the initiative was 80% lower than in the six months before it was implemented.

¹ The lost time incident rate is the number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reportable accidents multiplied by 100,000 and divided by the average number of employees. Included within the types of accidents reportable under RIDDOR are injuries to workers which result in their absence from work for more than 7 days.

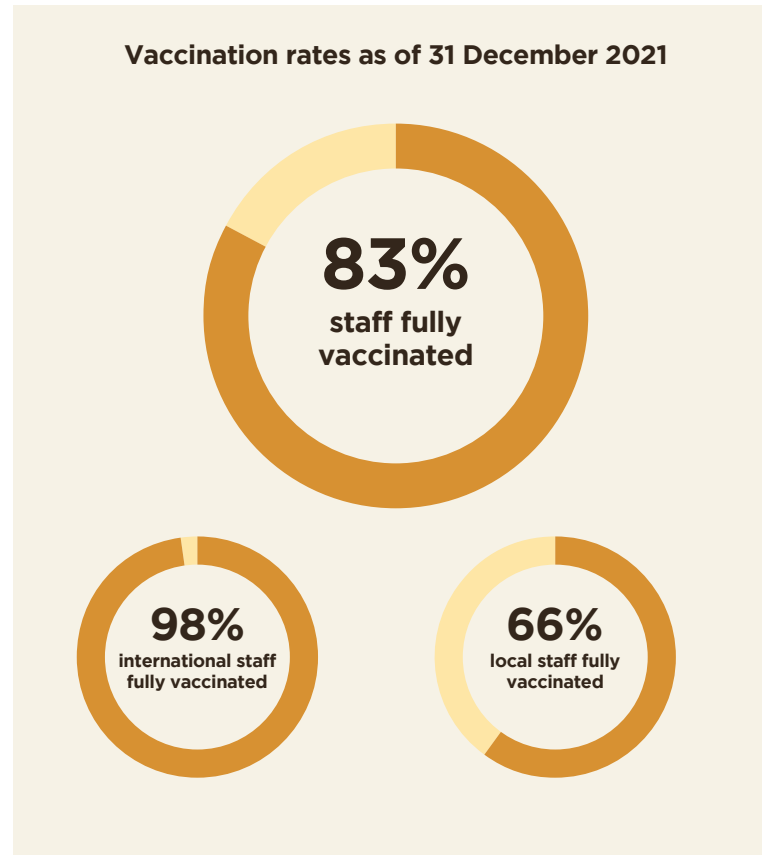
Social

Occupational health and safety – continued

COVID-19: Staff vaccination programme

In addition to adhering to strict PPE and quarantine measures, we also focused on encouraging and enabling staff to get vaccinated against COVID-19. By 31 December 2021, 83% of our workforce had been fully vaccinated.¹ We are particularly proud that 66% of our local staff were fully vaccinated. To give some context, the national vaccination rate in Somalia as of December 2021 was 5% and in South Sudan, just 2%.

Lack of vaccine availability on the African continent has been well reported. Scepticism and resistance to get vaccinated is also high among some local populations, largely due to misinformation. At RA, we took a “myth busting” approach to help change perceptions, providing our staff with the knowledge they needed to make an informed decision. We also made it easier for employees to access vaccines by helping to set up the necessary local infrastructure. The nurses at our clinics worked with authorities to offer vaccinations on site, which was particularly vital for staff in remote areas.



RA’s occupational health and safety management system is certified to ISO 45001:2018.

¹ Staff are considered fully vaccinated if they have received two doses of a two-shot vaccine or one dose of the Johnson & Johnson vaccine.

Social

Economic impact

In every territory in which we operate we pay all required taxes and duties and have long understood the benefits of local sourcing, supporting the national economy. Procuring goods locally allows us to secure resources through straightforward supply routes, and with low carbon impact. In return, the small and medium-sized suppliers we work with get the opportunity to grow their businesses, based on the security of a long-term relationship with RA.

But we know that the biggest impact we make is through employing local people since each salary that we pay supports dependants as well as local economies through increased spend. To understand this more fully, we surveyed 200 of our local staff in Somalia, South Sudan, and the Central African Republic and discovered that **each salary we pay supports an average of ten dependants**, both direct household members as well as other dependents. Further, 88% of households are single income, showing just how important our commitment to employing local people really is.

Our wider employee engagement also highlighted our staff's appreciation of RA's consistent track record and commitment to paying salaries on time, following international best practice. This enables them to plan their own budgets, which not only fosters goodwill but also assists with the growth of local economies.

Community support

What we can. Where we are. We provide practical and financial support to the communities within which we work, and deliver charitable initiatives tailored to the specific needs of the people who live there.

In 2021, our programmes focused on helping marginalised communities to battle COVID-19. This included actively supporting efforts to curb the spread of the virus across our operational areas in Africa. With vaccine rollouts delayed or slow across the continent – combined with widespread hesitancy in the population, and new variants making inroads – the risk of new waves of infections remained high through the year.

Through our local networks in Somalia and South Sudan – our two largest countries of operation – we identified the interventions that would have the most impact and the areas where need was highest. Our actions included distributing 175,000 high grade KN95 face masks to vulnerable health workers at 80 health institutions, including hospitals as well as smaller clinics, some of them in camps for displaced people.

Following the terrible attack on the town of Palma in Mozambique, we supported people displaced by the conflict by donating almost eight tonnes of food to two organisations cooking and distributing meals in the provincial capital Pemba. Our donations helped to feed close to 3,000 adults and children in need.



A close-up photograph of a Black male worker in a blue uniform, yellow hard hat, and safety glasses. He is focused on his work, using a yellow-handled screwdriver to work on a metal structure. His hands are wearing black gloves. The background is slightly blurred, showing more of the structure he is working on.

Governance
**A culture of
responsibility and
accountability**

Governance

Management approach: RA takes a holistic approach to sustainability

Lars Narfeldt, the COO, leads the Company's strategy on sustainability.

The Executive Management Team (“EMT”) and the Board share overall responsibility and accountability for sustainability together. The EMT is charged with reviewing progress on sustainability matters and discussing key sustainability risks in its weekly call and in formal quarterly meetings.

The Company has a dedicated Sustainability Manager based in Kenya who is responsible for setting and implementing the ESG strategy, collecting data from field staff, and reporting on progress to the EMT.

We recognise that our biggest impacts are through our clients, and therefore we consider what we bid for carefully. Each project includes an evaluation of all key environmental and social topics and how they can best be managed from the outset. Sustainability elements are incorporated into client bids and are budgeted appropriately.

The Governance framework for the Company's activities is set by the Board, adhering to the Quoted Companies Alliance Corporate Governance Code 2018. In addition, the Company complies with internationally recognised management systems for quality (ISO 9001:2015), environment (ISO 14001:2015), food safety (ISO 22000:2018), and occupational health and safety (ISO 45001:2018)¹. These management systems stipulate a consistent process approach through fostering a culture of self-evaluation, correction, and continual improvement. The Company uses a cloud-based software tool, MANGO, which supports both HSE compliance and management of QHSE.

In 2021, the Company undertook a comprehensive materiality assessment review, surveying its stakeholders with the help of external advisors. In addition, the Company assessed its key sustainability risks as part of the corporate risk management process. This double approach to materiality has resulted in the refreshed strategy (see pages 7 and 8 ⇨) that provides the foundation for the Company's sustainability goals until 2024.



“In December 2021, the Board agreed to establish an ESG Committee that will provide Board oversight of RA's ESG agenda. The Committee will ensure that ESG policies and practices are designed to support and deliver the Company's long-term strategy and that ESG performance is aligned with the Company's purpose and values. Once completed, the terms of reference of the ESG Committee will be available on RA's website.”

Sangita Shah
Chair



¹ RA certifying body is SN Registrars (Holdings) Limited which is accredited by the United Kingdom Accreditation Service (UKAS).

Governance

Risk management

Risks relating to RA’s sustainability activities and their potential impact on the Company’s operations, strategy, and reputation are integrated within the Company’s Corporate Risk Management System.

The in-house Legal Officer maintains the risk register. Changes in risk and mitigating actions are discussed at EMT meetings. The Audit and Risk Committee considers the Group’s risks at scheduled meetings (minimum three times per year), and ensures the Group’s risks are properly understood, quantified, and appropriately managed by the Board.

The most significant sustainability risks to RA are outlined in the risk matrix below, and mitigating actions are taken to reduce, avoid, or manage risks. Incidents could lead to penalties, fines, reduced operating efficiency and a significant impact on reputation as a result of RA’s or client actions, which could impact the Company’s licence to operate.

More detail can be found in the Annual Report [▶](#)



Organisational boundary

Our sphere of control and influence

In 2021, the Company carried out a data boundary exercise to identify the Company’s data boundary and sphere of influence. From this, the Company has drawn the line between its own strategies and direct impacts, and those activities that rely on third parties which RA doesn’t control but has the opportunity to influence.

TOTAL OR SIGNIFICANT CONTROL

We have full authority to make decisions on our own sites and to our supply chain and governance processes.

We set strategies and targets, gather data, and report on progress.

Full data collection and reporting

LIMITED CONTROL AND INFLUENCE

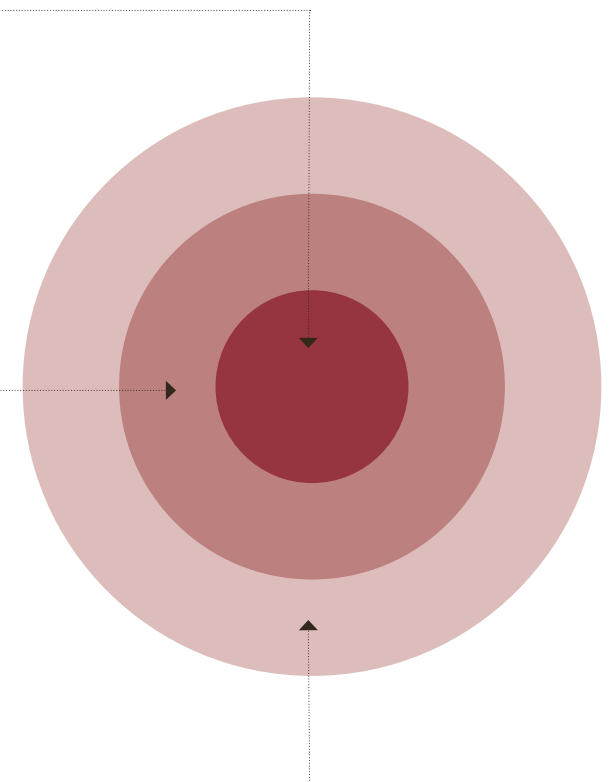
Our clients have financial and operational control over the services that we provide them.

We influence activities by deciding who we work with, incorporating sustainability elements into client contracts, forming partnerships, providing advice, and leading by example.

Case study reporting

GLOBAL CONTEXT AND IMPACT

Our activities have direct and indirect impact on global issues such as climate change, education, and training.



Governance

Ethics, culture and compliance

The Company works respectfully and with integrity, building trust and goodwill with its employees, clients, suppliers, partners, and local governments and communities. We believe all our employees have the right to decent work in a safe and secure environment.

Towards the end of 2021 we rolled out a new brand identity which affirmed our purpose, mission, and values. This provides a foundation for our corporate culture which is based on sound ethical values and behaviours, the types of projects we want to take on, and the organisations we want to work with.

Legal and human rights and policies

The Company's Code of Conduct and set of widely available policies cover different aspects of its approach to sustainability and responsibility, including our stand against harassment, discrimination, human trafficking, and our zero tolerance of bribery and corruption. These policies apply to the Company's employees, service providers, and suppliers as well as clients and visitors to the Company's sites. All policy documents are made available to staff in their primary working language.

Training and awareness

The Company has strong control procedures, including training, regular on-site visits, inspections by senior management, and frequent communication with local management. In 2021, our Compliance Officer led training on RA's Code of Conduct and compliance awareness to all staff as well as sexual harassment prevention, third-party due diligence, and our firearms policy to relevant staff. All new staff are required to attend a mandatory induction programme, which includes a session on RA's sustainability strategy, as well as regular, Company-wide awareness raising workshops to ensure that behavioural standards are maintained. These are held in both English and local languages. Any incident of non-compliance with our Code of Conduct or ethical values by employees, suppliers,

or clients is investigated with appropriate responses and sanctions taken, including termination of employment or contract where applicable.

In 2021, and as part of ongoing development and training, the Board's three Executive Directors undertook the Institute of Directors Certificate in Company Direction. The qualification covers the key areas of UK governance, finance, strategy, and leadership including responsibilities and legal duties of Directors of a UK registered company.

Whistleblowing

Regular communications and posters displayed around sites and offices serve to encourage people to raise concerns or report any malpractice via an anonymous whistleblower channel. The channel is operated by a third party through which employees can raise concerns 24/7. Investigation of allegations is overseen by the Compliance Officer, supported by HR, the EMT, and line managers as required. In 2021, we received eight complaints through the system, all of which were investigated and appropriate action taken.

Client selection

We carry out detailed due diligence on potential clients and select them carefully, in order to maximise our own positive impacts. In response to requests by stakeholders for more information on this topic, in 2021 the EMT carried out detailed discussions to facilitate greater formality in the client selection process and ensure that we continue to support Principles 1 and 2 of the UN Global Compact in our consideration of contracts undertaken with companies, governments, and state-owned entities.

As a result, we now include key sustainability indicators relating to shared values, social, environmental, and governance alignment and country-related risks within our project selection process. This approach adds greater rigour to our client selection and establishes a standard process to evaluate the values of prospective clients as part of the bid process.

Our greatest concern is the positive social impact we can make through taking on a project, and ensuring that any potential negative environmental impact has appropriate mitigation plans in place. We also conduct full due diligence on applicable laws, regulations and guidelines, such as the Modern Slavery Act and ILO Guidelines on Occupational Safety and Health, as well as having a zero-tolerance approach to bribery and corruption.

As part of our key sustainability indicators we evaluate and weigh:

- The potential client's track record with regards to employing and upskilling local communities, not just in the short term but in leaving a lasting impact.
- The impact the project is expected to have on local socio-economic development.
- The opportunities RA will have in employing and upskilling local people.
- The client as well as overall project impact on the environment, whether it is in line with the Paris Agreement, and if within the mining industries, whether the end product will contribute to a more sustainable world.

The Company further maintains a list of industries and organisations with which it will not engage under any circumstances.

Supply chain management

Our suppliers and partnerships consist of international organisations as well as local and regional suppliers, meeting our needs on the ground and supporting us in delivering our objectives. We work with suppliers that share our values. To ensure that standards are maintained, in 2021 we asked all our suppliers to submit updated and more substantial documentation to continue doing business with RA. All of our suppliers have signed up to our Supplier Code of Conduct which was updated in 2021, and which is available on our webpage [▶](#)

Governance

Stakeholder engagement

We engage regularly and actively with our stakeholders so that we make balanced decisions and ensure the continuing success of the Company.

In 2021, as part of our materiality refresh we engaged an external consultant, One Stone Advisors, to carry out one-on-one interviews with representatives of each stakeholder group to ensure we take on board stakeholder concerns when prioritising ESG topics. In parallel we assess the potential risk and impact of material topics on our business and put in place mitigating actions to reduce, avoid, or manage each risk. See page 24 [▶](#) for more detail.

More information on how we engage with stakeholders can be found in the Annual Report [▶](#) under the Section 172 Statement.

Customers

Our customers are made up of UN organisations, NGOs, western Governments, and large commercial businesses working predominantly in the natural resources sector.

Key sustainability concerns:

- Sustainable solutions integrated within bids
- Upholding ABC, labour, and human rights
- Supply chain due diligence
- Health and safety
- Rising expectation of commitment to net zero



Employees

In 2021, we employed on average 1,169 staff with more than 50 nationalities.

Key sustainability concerns:

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



Governance

Governments and communities

We operate side by side with local communities, often being a main source of employment, contributing significantly to the local economy.

Key sustainability concerns:

- Regulatory compliance
- Client and supplier due diligence
- Increased legislation and regulation as a driver for sustainability
- Local employment opportunities
- Economic development
- Community support and engagement with charitable organisations
- Local government engagement



Investors

Our major shareholders are listed in our Annual Report and on our website.

Key sustainability concerns:

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



Suppliers and partners

Suppliers and partners at local, regional, and international level help us deliver our projects and objectives.

Key sustainability concerns:

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



Data



Data

Staff

1,169

Total staff

the average number of full-time workers employed in the Company over the course of 2021

494 (42%)

Local staff

the average number of full-time workers employed in their country of origin over the course of 2021

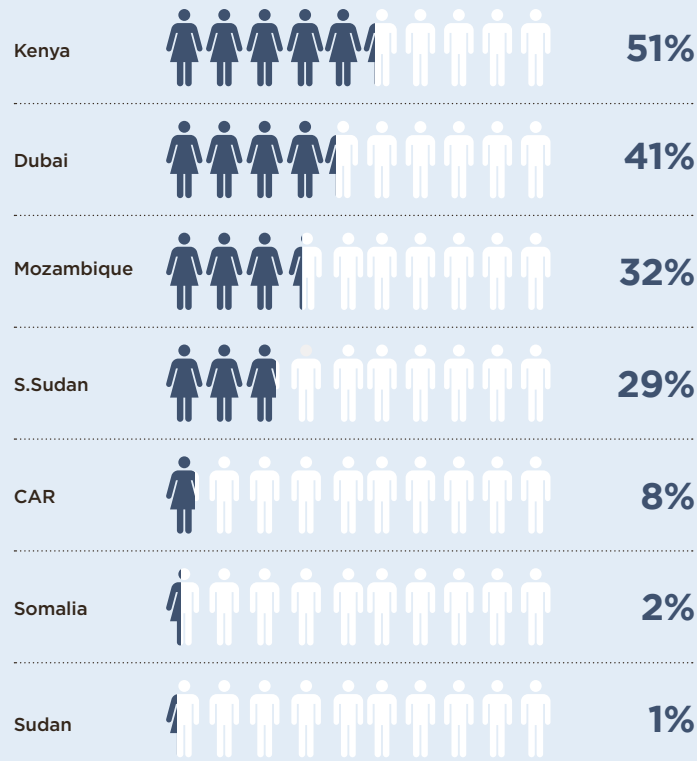
149 (13%)

Female staff

the average number of full-time female workers employed in the Company over the course of 2021

Female staff by territory - 2021 averages

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



Data

Carbon footprint¹

Here, we present results for 2020 and 2021 for Mogadishu and Dubai, and baseline data for Juba, Khartoum, and Nairobi.

Carbon emissions per person for Dubai and Mogadishu decreased, despite an overall increase in emissions in Dubai as a result of increased electricity consumption and business travel. Resident compounds, such as Mogadishu, Juba, and Khartoum, generally have a higher carbon intensity per resident due to emissions arising from catering, water usage, and fuel consumption (e.g. for laundries and air conditioners). Strategies are in place to reduce emissions from these sources – for more information see page 11 ➔

Dubai office emissions in tCO₂e

	Scope 1	Scope 2	Scope 3	Total	Average number of staff	Intensity (tCO ₂ e/staff)	Change in intensity/ staff
2020 restated²	17.1	55.9	223.1	296.1	53	5.6	
2021	50.8	94.7	197.3	342.8	66	5.2	-7.0%

Mogadishu compound emissions in tCO₂e

	Scope 1	Scope 2	Scope 3	Total	Average number of residents	Intensity (tCO ₂ e/resident)	Change in intensity/ resident
2020 restated²	3,401.7	-	4,331.9	7,733.6	454	17.0	
2021	2,868.0	-	3960.9	6,828.9	404	16.9	-0.8%

Juba, Khartoum, and Nairobi emissions tCO₂e - 2021 baseline

	Scope 1	Scope 2	Scope 3	Total	Average number of staff or residents	Intensity (tCO ₂ e/staff or resident)
Juba	96.1	23.6	550.2	669.9	58	11.6
Khartoum	14.4	25.7	30.5	70.6	7	10.1
Nairobi	1.9	1.3	25.1	28.3	12	2.4

¹ RA's carbon footprints include emissions from all measurable fuels, purchased products, energy, consumables, transport, and waste produced. Where data were not measurable, certain operations and activities had to be omitted or estimated. Freight of purchased products was omitted due to insufficient data for across-the-board best estimates/calculations. Sizes and weight of some purchased items were estimated using standard sizes.

² Carbon emissions for 2020 restated with updated conversion factors for bottled water and vehicle fuel, and to include all flights for Mogadishu and Dubai.

Data

Water

44,027 M³

Water consumed

Total amount of water consumed. Includes bottled water for locations where staff are not able to drink tap water.

2,635 m³ (6.0%)

Water recycled

Total amount of consumed water that is recycled, such as treated wastewater that is used for flushing toilets.

Energy

5,694 MWh

Total electricity consumed

4,703 MWh (82.6%)

self-generated through diesel generators

Total amount of energy generated and consumed by RA through the means of diesel generators.

164 MWh (2.9%)

self-generated through solar PV

Total amount of energy generated and consumed by RA through the means of solar PV.

270 MWh (4.7%)

externally generated by diesel generators

Total amount of energy generated by clients/third parties through the means of diesel generators, and consumed by RA.

557 MWh (9.8%)

from national grid

Total amount of energy consumed from the national grid.



UN Global Compact CoP assessment

This report serves as our annual Communication on Progress (“CoP”) 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	
<p>Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Our position on human rights is made clear through our Company policies, on which we provide regular training. We have mechanisms in place to ensure any shortcomings can be reported anonymously and dealt with effectively.</p> <p>In 2021, the EMT carried out detailed discussions to facilitate greater formality in the client selection process and ensure that we continue to support Principles 1 and 2 in our consideration of contracts undertaken.</p> <p>For more information, see page 25 ▶</p>
<p>Principle 2 Make sure that they are not complicit in human rights abuses.</p>	
LABOUR	
<p>Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<p>During 2021, 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 Organization (“ILO”).</p> <p>Our stance against child and forced labour, as well as our zero-tolerance approach to discrimination, are made clear in our Company policies on which we provide regular training. Our Company policies also detail our commitment to equality of opportunity in employment irrespective of gender, disability, age, race, colour, nationality, sexual orientation, religion, or personal beliefs. We currently employ people with more than 50 nationalities and have a particular focus on including more women across our workforce.</p>
<p>Principle 4 The elimination of all forms of forced and compulsory labour.</p>	<p>Within our client selection process, which was given additional attention in 2021, our greatest concern is the positive social impact we can make through taking on a project, and we conduct full due diligence on applicable laws, regulations, and guidelines, such as the Modern Slavery Act and ILO Guidelines on Occupational Safety and Health.</p> <p>For more information, see pages 18 and 25 ▶</p>
<p>Principle 5 The effective abolition of child labour.</p>	
<p>Principle 6 The elimination of discrimination in respect of employment and occupation.</p>	
ENVIRONMENT	
<p>Principle 7 Businesses should support a precautionary approach to environmental challenges.</p>	<p>Our ambition is to lower the emissions caused by our business in line with the Paris Agreement.</p> <p>In 2021, we began tracking an extended set of metrics pertaining to waste, water, and energy, and continued to apply innovative technologies and adjust our operating procedures to reduce raw material input as well as water and power consumption.</p> <p>For more information, see pages 10 to 14 ▶</p>
<p>Principle 8 Undertake initiatives to promote greater environmental responsibility.</p>	
<p>Principle 9 Encourage the development and diffusion of environmentally friendly technologies.</p>	
ANTI-CORRUPTION	
<p>Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<p>We continued to reinforce our zero-tolerance stance on bribery and corruption through policy training and supply chain engagements. In our project and client selection, we conduct full due diligence on the client’s track record and approach to bribery and corruption. We encourage RA staff, suppliers, and other stakeholders to report any misconduct via our independent whistleblower channel.</p> <p>For more information, see page 25 ▶</p>

