

2024 Sustainability Report



Doing business the right way.

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Highlights



Katarzyna Evans / Head of Sustainability

Sustainability remains a core pillar of our strategy – socially, environmentally, and ethically. We’re proud to lead with meaningful action, launching initiatives that truly impact the lives of our employees and their families. Even in times of global uncertainty, our commitment holds strong, and we have sought to validate our performance through respected third parties like CDP and EcoVadis, so we can continue building our track record.

¹ Unadjusted pay gap calculated for international staff only. For more information see page 8.

² EcoVadis provides independent scoring and evaluation of a company’s sustainability performance on a scale from 0 to 100. For more information see page 22.

508 staff members
in South Sudan, Abyei, Somalia and Mozambique completed the local staff survey

17%
Female staff participation
(2023: 17%)

60%
% of local staff employed
(2023: 51%)

CDP disclosures
in both climate and water

-118%
Unadjusted pay gap in favour of women¹

642
clean cooking stoves supplied to our local staff

39%
Females in management
(2023: 24%)

90%
local staff employed on our Suriname team

Scope 1 and 2
company-wide carbon reduction targets set

54/100
EcoVadis² committed score

Introduction



Lars Narfeldt / Chief Operating Officer

In 2024, we continued leveraging our expertise to deliver projects sustainably in far-flung locations. Our social and environmental activities remained at the core of our Company strategy, with meaningful actions taken to improve the lives of the people and communities we work alongside.

Our emphasis on local employment and community support is a key differentiator in winning business. Clients increasingly seek to leave a lasting legacy through their projects, ensuring long-term benefits for local communities through employment opportunities and skills development. Aligning our sustainability initiatives with these client priorities reinforces our value proposition. This was demonstrated in 2024 in an Integrated Facilities Management contract in Suriname, where our commitment to hiring almost exclusively from the local population and bringing direct benefits to the community was a key factor in securing the commercial contract.

Employee engagement was a key focus, as highlighted by our local workforce survey in Somalia, South Sudan, Abyei, and Mozambique, which is helping to shape initiatives to improve the well-being of our employees and their families. One major insight from the survey was the widespread use of traditional open cooking stoves in South Sudan and Somalia. This led us to launch a dedicated clean cooking stove initiative to address this issue. We continue to explore new ways to enhance employee support and create meaningful change.

On the carbon front, we have set Scope 1 and 2 reduction targets using our 2023 results as a baseline. Looking ahead, we are beginning to develop a comprehensive transition plan. This marked the start of integrating sustainability considerations into our capital expenditure. Additionally, our engagement with the Science Based Targets initiative (SBTi) continues, with Somalia operations now five years into the process and results being tracked accordingly.

In response to stakeholder interests, we have expanded our reporting to provide greater transparency. At the request of one of our investors, we transitioned from solely reporting as a supply chain participant to fully reporting under both climate and water modules under the Carbon Disclosure Project (CDP) framework. Additionally, we engaged with EcoVadis, a leading sustainability intelligence platform, to evaluate and rate our sustainability performance while identifying areas for improvement.

Our initial submission earned us a score of 54/100 and a “Committed” rating – an achievement given the unique challenges we face in embedding sustainability into our operations. RA operates in high-risk, resource-constrained environments where security concerns and infrastructure limitations make sustainable choices far more complex. Social sustainability is equally challenging, as we work in regions affected by conflict, displacement, and economic instability, where ensuring fair labour practices, workforce diversity, and community engagement requires tailored, context-specific solutions. Despite these obstacles, we remain dedicated to continuous improvement and innovation in our sustainability efforts. The assessment highlighted our strengths in environmental efforts while identifying certain reporting gaps in labour and procurement. Some labour-related disclosures have already been addressed and are included in this report for the first time.

Finally, we have continued our commitment to the UN Global Compact, ensuring that our sustainability reporting aligns with its principles. We will continue refining our sustainability practices to enhance transparency and accountability. While rigorous, both EcoVadis and CDP provided valuable insights and will inform our materiality refresh, which was postponed from 2024.

As the year concluded, we faced a period of uncertainty driven by geopolitical shifts, economic volatility, and changing policy landscapes. The UK and US elections signalled shifts in climate policy and regulatory priorities, while fluctuations in overseas development assistance funding created further unpredictability for organisations operating in complex environments like ours.

This led to a significant change after the year end, with the Board determining that delisting from the AIM market was in the Company’s best interests. While being a quoted company helped shape our sustainability ambitions and disclosures, transitioning to private ownership marks an exciting new chapter for RA.

Unbound by strict regulations but drawing from global best practices, we now have the freedom to develop a more practical and agile sustainability approach to drive meaningful change. Consequently, we anticipate some adjustments to our activities and reporting, including ceasing Task Force on Climate-related Financial Disclosures disclosures from 2025, to better align to our operating environment. Our commitment to sustainability remains steadfast and a cornerstone of our strategy.

A major focus for 2025 will be enhancing performance reviews to incorporate sustainability key performance indicators (KPIs). These will be directly linked to our sustainability targets, including gender diversity, local staff representation and promotions, and carbon reduction. To support this, we launched an environmental, social, and governance (ESG) training programme, including deep-dive sessions with specific departments and locations, with a more extensive rollout planned for 2025.

Additionally, our Sustainability Champions programme is now underway, beginning with two champions in facilities management and construction – two areas with significant sustainability impacts. These champions will drive awareness, share best practices, and identify opportunities for greener, more efficient working methods, serving as key links between their teams and the sustainability department.

Finally, as we look to 2025, we are preparing for a materiality assessment and will begin to align more closely with double materiality principles. This will enhance our reporting framework and shape our strategic approach as we continue to evolve the business and champion positive change.

Lars Narfeldt | Chief Operating Officer

29 April 2025

Sustainability strategy

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

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

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

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

Our material issues were last assessed in 2021, and will be reviewed in 2025 to align more closely with double materiality. For more details on our material issues and alignment with the UN SDGs, see page 30.



Making a positive impact on people and economies

We are acutely aware of the impact our operations can have on employment, skills transfer, and the creation of opportunities in local communities and economies.

By employing and upskilling local people, we leave a lasting impact on the regions in which we operate.

Material issues

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



Managing our resources efficiently

There is no escaping the serious supply and logistical challenges when 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.

Material issues

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



A culture of responsibility and accountability

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.

Sustainability is embedded in our risk management systems and is a standing item at Board meetings, reinforcing our commitment at the highest level.

Material issues

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



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



United Nations
Global Compact

Making a positive impact on people and economies

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



Employment practices

| Staff attrition ³ | % |
|------------------------------|-----------|
| 2022 | 10 |
| 2023 | 8 |
| 2024 | 10 |
| Annual target | 8 |

| Absentee days of total workdays for staff ⁵ | % |
|--|------------|
| 2022 | 1.8 |
| 2023 | 1.3 |
| 2024 | 1.4 |
| 2027 target | 1.3 |

| Staff engagement Likert score | % |
|-------------------------------|-----------|
| 2022 | 77 |
| 2023 | 76 |
| 2024 | 78 |
| 2027 target | 80 |

We have a strong reputation for looking after our staff. Our head office has a dedicated HR team supported by local HR personnel at each of our operational locations.

For staff working on location, we offer a range of benefits that reflect our commitment to their well-being. These include favourable rotational leave, medical cover, life insurance, climate-controlled accommodation, catering, onsite healthcare, leisure and entertainment facilities, and communication services, to ensure they feel supported and comfortable.

In Somalia and South Sudan, we have taken a proactive approach with our medical centre, focusing on preventative care such as blood pressure and blood sugar screenings. We aim to expand this initiative across other locations in the future. Additionally, we bring doctors into our Dubai offices to host health-related sessions for staff.

Staff engagement is a priority for us, and we conduct annual staff surveys to ensure we understand their needs and concerns. Each year we measure the results, and we are pleased that this year we achieved our highest engagement score since we began tracking in 2022.

We host regular town hall meetings, which provide a strategic update from leadership, with staff encouraged to submit questions, all of which are addressed. We are also rolling out an upgraded performance management system across the organisation, using a balanced scorecard approach. In 2025, all staff will receive a comprehensive appraisal to ensure that performance and effort are appropriately recognised and rewarded.

To further enhance oversight and efficiency, we have invested in new bespoke HR software that has been rolled out in Q1 of 2025. This software will integrate all staff into one streamlined platform, help us better track HR KPI metrics, and roll out training.

Lastly, we are piloting a mental health support initiative through the Matracare app, starting with Mogadishu's international staff. This pilot will help us understand the level of uptake and engagement, which will inform our next steps in providing ongoing mental health support.

These efforts reflect our continued commitment to supporting our staff and creating a positive, healthy work environment across all locations.



³ International staff only. From 2025, and with the aid of a new HR system, we hope to report Company-wide employment data.



Equal opportunities

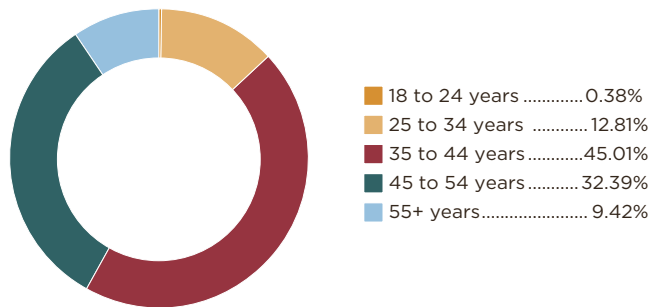
| Female employees within the RA workforce | % |
|--|-----------|
| 2021 | 13 |
| 2022 | 15 |
| 2023 | 17 |
| 2024 | 17 |
| 2027 target | 20 |

| Female employees at leadership level in Kenya, Dubai, and UK ⁴ | % |
|---|-----------|
| 2022 | 35 |
| 2023 | 24 |
| 2024 | 39 |
| 2027 target | 50 |

| Females hired during the year | % |
|-------------------------------|-----------|
| 2024 (baseline) | 12 |

We have a diverse workforce of 51 nationalities. We are committed to supporting our employees in achieving their full potential, irrespective of gender, disability, age, race, colour, nationality, sexual orientation, religion, or personal beliefs.

Breakdown of international staff by age bracket



The unadjusted mean gender pay gap for international staff during the period was -118%, indicating that, on average, women earned more than men at RA. A similar trend is observed when looking at the median, suggesting that factors such as role distribution and seniority influenced the results. We recognise the limitations of both the mean and median in capturing the full picture. However, this is a positive indicator of progress toward gender pay parity within our organisation.

Increasing female representation remains a priority across our operations. In 2021, women made up 13% of our workforce, and we set a target of reaching 20% by 2027. By 2024, this had increased to 17%, demonstrating steady progress toward our goal. In the context of our business, this is a considerable achievement where cultural barriers and the prospect of international staff spending long periods away from home in challenging locations can discourage women from working with us. The breakdown of female staff by territory, detailed in the table opposite, illustrates the differences between countries and cultures. For example, we achieved greater gender parity in locations such as Dubai and Mozambique, and a high proportion of females in Kenya, where employees can continue to live at home. It also highlights locations, such as South Sudan and Suriname, where our hiring policies have attracted a high proportion of local female staff.

At the management level, we are committed to achieving gender parity in locations where gender should not be a limiting factor. Following a decline the previous year, we saw an improvement in 2024 due to more inclusive hiring practices.

Our recruitment teams have been tasked with shortlisting at least two female candidates per role, wherever possible, to promote greater gender diversity. Additionally, we are introducing unconscious bias training for all hiring managers to promote fair and equitable hiring decisions.

51
nationalities represented across

1,350
staff

Beyond recruitment, we are investing in infrastructure and wellness initiatives to support female employees. In Somalia, we are expanding our female accommodation block, which will now include a dedicated recreational area to enhance comfort and well-being. Additionally, we have introduced wellness clinics for women in South Sudan and are rolling out similar initiatives in Somalia and Suriname.

These efforts reflect our ongoing commitment to creating a more inclusive and supportive environment for women across our operations.

| Percentage of female staff in each location | 2022 % | 2023 % | 2024 % |
|---|--------|--------|--------|
| Central African Republic | 12 | 1 | 0 |
| Diego Garcia | — | — | 5 |
| Dubai | 34 | 33 | 35 |
| Ethiopia | — | — | 0 |
| Kenya | 48 | 43 | 76 |
| Libya | 0 | 0 | 0 |
| Mozambique | 47 | 48 | 47 |
| Somalia | 3 | 4 | 3 |
| South Sudan | 30 | 35 | 34 |
| Sudan | 5 | 7 | 10 |
| Suriname | — | — | 46 |
| UK | — | 18 | 29 |
| USA | — | 27 | 36 |
| Western Sahara | — | — | 0 |

⁴ Board, Executive Management Team, Heads of Department, mid-level management, and supervisory roles.

From Mozambique to new heights: celebrating Deisy Pinto

Deisy Pinto from Maputo, Mozambique, has demonstrated remarkable growth and dedication throughout her career, embodying perseverance and ambition. Since joining RA in 2020 on a local contract, Deisy has been an integral part of our team, and her journey is one we are proud to share and celebrate.

Deisy's journey began with a degree in Civil and Transportation Engineering from ISUTC University in Maputo. At the end of her studies, she worked with a Portuguese company, gaining hands-on construction experience, laying a solid foundation for her career, improving her technical expertise, and developing her project management skills. After two years, Deisy moved to Palma, Cabo Delgado where she prepared and reviewed technical drawings in the construction of pioneer camps in Afungi for the Oil and Gas sector.

The COVID-19 pandemic brought unforeseen challenges but also new opportunities. In 2020, Deisy applied for a role as a Project Engineer at RA International. Her initial assignment in Palma involved implementing construction drawings under challenging conditions, including constructing a mini port, improving an access road with sustainable materials, and overseeing the construction of a 2,500-man camp.

Despite pandemic and security-related disruptions, Deisy's commitment and resilience were evident. Her journey next took her to Juba, South Sudan, where she represented RA as an Assistant Project Manager. In this role, Deisy played a key part in RA's work as a subcontractor to UNMISS, overseeing contract amendments and managing project teams across eight remote camps.

She also co-ordinated the renovation of the LEED Building at the World Bank South Sudan, demonstrating her expertise in handling complex projects and collaborating with diverse stakeholders.

In recognition of her exceptional contributions and leadership, in 2024, Deisy was promoted as a Project Manager for RA, managing the UNMISS contract. Her time with RA International has been transformative, allowing her to gain valuable knowledge, build leadership skills, and navigate diverse environments.

We were particularly thrilled when Deisy was selected for the Chevening Scholarship, which will support her pursuit of a master's degree in Renewable Energy and Power Systems Management at City, St. George's University of London. This scholarship is a testament to her dedication and growing passion for sustainability. It will equip her with advanced skills to follow her dreams and contribute significantly to Mozambique's development, where access to electricity remains a significant challenge.



Deisy celebrating being chosen for the Chevening Scholarship

Local economic impact

| Average percentage of local staff employed | % |
|--|-----------|
| 2021 | 42 |
| 2022 | 51 |
| 2023 | 51 |
| 2024 | 60 |
| 2027 target | 70 |

| Product and services procured locally | % |
|---------------------------------------|-----------|
| 2022 (restated) ⁵ | 54 |
| 2023 | 57 |
| 2024 | 46 |
| 2027 target | 65 |

Local labour participation is a cornerstone of our social ambitions, as employing even a single person can profoundly impact the local economy, communities, and families. We prioritise hiring locally whenever possible, as it aligns with our commitment to contribute to the regions in which we operate. However, there are instances where we cannot find the required experience and qualifications that meet our clients' stipulations. In these cases, we bring in skilled labour, often from other developing countries with limited stable employment opportunities.

Our ultimate goal is to hire and upskill local employees, transferring knowledge and expertise to ensure they can take on more responsibility and, over time, replace the need for external labour. This approach allows us to build sustainable, local workforces that can thrive long after the initial project is completed.

In 2024, local staff made up an average of 60% of our workforce, increasing to 65% in the final quarter – driven largely by the expansion of our Suriname project.

To improve accessibility to job opportunities, we introduced a weekly tracker listing open positions, distributed across all operational locations and displayed in community areas. This initiative ensures local staff are well-informed about available roles while also encouraging them to consider international positions they may not have previously explored.

Beyond employment, our commitment to local procurement supports economic growth through job creation and tax contributions. We continually seek opportunities to increase the percentage of products and services we procure each year. However, we need to balance this with access to reliable supplies that meet international quality standards, and clients often stipulate the vendors and products we can use, limiting our choices.

We have set a target to source 65% of our products from emerging economies, recognising the positive economic impact on developing regions. While this may mean sourcing products from countries like Kenya to supply South Sudan, our approach focuses on fostering economic growth and sustainability within these developing economies. By prioritising local and regional sourcing, we aim to support the broader goal of economic development in the areas where we operate. For example, in Somalia we have started sourcing flour locally instead of shipping it in from Dubai. This has saved over 20,000 kg of flour having to be air freighted, and supports the local economy.

In 2024, local procurement decreased due to project completions in Kenya, Botswana, and the Central African Republic. Meanwhile, a significant portion of spending was allocated to Diego Garcia, where contractual and logistical constraints required sourcing from the US. However, with a new project in Abyei, South Sudan, we plan to source extensively from East Africa and local markets, aiming to boost procurement from emerging economies in 2025 and beyond.

Spotlight on Suriname

In early 2024, we began an exciting commercial contract with Newmont in the remote region of Langa Tabiki, Suriname. Home to the Pamaka people – one of several small groups descended from indigenous communities – Langa Tabiki is a region where Newmont Suriname is committed to sustainable and responsible mining, ensuring that local communities benefit from its presence. These values align closely with RA International's belief that we should leave a country in a better position than when we arrived.

As part of this commitment, we agreed to hire almost exclusively from the Pamaka community, with 90% of positions filled by local talent. We are particularly proud that 53% of these roles are held by women from these tribal communities, marking a significant step towards greater gender inclusion in the sector.

Our investment in training and development has already led to members of the Pamaka community progressing into supervisory roles at the mining sites. Through upskilling programmes, we are equipping employees with the knowledge and experience needed to take on future leadership positions, both within RA International and in their wider communities.

By prioritising local hiring, skills development, and long-term career growth, we continue to create lasting value and support sustainable development in the regions where we operate.



⁵ Restated to exclude developed countries within the calculation methodology.

Spotlight on 2024 local staff survey

In 2024, we rolled out a local staff survey among employees in Somalia, South Sudan, Abyei, and Mozambique.

69%
staff participation

11
average dependants on one salary
in Somalia and South Sudan

34%
of staff in Somalia and South Sudan are
educated to primary level only

56%
single income families

78%
of staff cooking on wood or charcoal
stoves

50%
of staff in South Sudan have no access
to power

51%
of staff believe they have been impacted
by climate change in the last two years

While there were variances across territories, with Mozambique showing the highest levels of education and living standards, the survey highlighted what our staff value about working for RA:

- **Timely payment of salaries:** Consistent, on-time salary payments were frequently highlighted as a major benefit.
- **Improved living conditions:** Employment with RA positively impacts employees' living standards, including better housing, as well as the ability to provide for their families and educate their children.
- **Professional and personal growth:** Opportunities for skill development and gaining diverse experiences, including training programmes, exposure to different projects, and knowledge transference from international staff.
- **Good working conditions:** Benefits such as provision of meals, medical support, and a safe working environment.
- **Teamwork and co-operation:** The collaborative environment and effective teamwork as positive aspects of RA's work culture.
- **Employee recognition:** Recognition programmes like "Employee of the Month" are valued for boosting morale and acknowledging employee efforts.

The results also revealed significant challenges for staff in South Sudan and Somalia, including a high reliance on single salaries, dependence on basic and carbon-intensive cooking equipment, and limited access to grid power or electricity – issues that are particularly pronounced in Abyei. In contrast, Mozambique demonstrated better access to gas and grid electricity, higher educational attainment, and less reliance on single incomes, reflecting the country's greater economic development, particularly in the more affluent south where RA's operations are based.

Across all regions, staff reported high levels of impact from climate change, leading to vulnerabilities such as health risks, personal property damage, and rising commodity costs. While RA provides financial support and pastoral care, it is evident that local staff in these regions continue to face significant challenges.

To address these issues, we have identified several initiatives to provide more support, including personal finance training programmes, improved housing and well-being (such as access to clean cooking equipment), continued local promotions, and additional wellness and mental health support.



Community support

In the past, our community projects have focused on the wider community in which we operate. However, in 2024, we made the strategic decision to prioritise our local staff welfare. This shift is due to the unique position we are in, where our staff are part of the community and would directly benefit from these programmes. By taking this approach, we can better measure and understand our impact, ensuring that our efforts are both meaningful and effective.



Fuelling change: improving lives and the environment with eco-cooking stoves

During our local staff survey, we discovered that a substantial number of our staff – 93% in South Sudan and 91% in Somalia – still use traditional cookstoves, which burn wood or charcoal on an open flame. These stoves are not only inefficient but also present serious health and safety risks, including exposure to harmful indoor air pollution, fire hazards, and risk of burns due to the open flame.

To address these issues, we collaborated with BURN, a Kenyan company renowned for producing clean cooking stoves. BURN has already produced nearly 3 million stoves, focusing on both retail and carbon credit projects. We substantially subsidised the cost of the stoves for our employees, and a total of 642 units were adopted over the year.

While these stoves still use charcoal, the new stoves are expected to significantly reduce carbon emissions, as they burn fuel more efficiently, decreasing the amount of charcoal required. This will allow us to estimate a reduction in carbon emissions, with a corresponding positive impact on the local environment. Although we will not use this reduction to offset our corporate carbon emissions, understanding the positive environmental impact of this project is valuable and encouraging.

Additionally, the improved efficiency will lower fuel costs for our staff while offering increased safety by reducing the risk of burns and exposure to harmful smoke. Furthermore, due to quicker cooking times, these stoves will open up more time for our staff to carry out household duties and support children with their homework, contributing to a better work-life balance.

By introducing these clean cooking stoves, we aim to make a tangible, positive impact on our employees' health, safety, and financial well-being while also contributing to the broader community support goals.

“The distribution of eco-stoves has been a game changer for our local communities. Now, we are no longer dependent on firewood, and this is helping my family and other families save time and money, while protecting the environment.”

Maimuna Abdalla Ali

“Eco-stoves changed my perspective – we now cook more and spend less on charcoal.”

Yusuf Abukar



Training and development

| Percentage of local workforce promoted each year | % |
|--|----------|
| 2021 | 5 |
| 2022 | 4 |
| 2023 | 3 |
| 2024 | 2 |
| Annual target | 5 |

We are committed to offering secure employment and meaningful career opportunities. In regions with high unemployment and limited job prospects, skills development and training can have a transformative impact. To support this, we provide mandatory onboarding training for both staff and suppliers, alongside ongoing, on-the-ground training that covers both technical and office-based skills. In addition, we offer education programmes and internship opportunities to help nurture future talent.

In the context of our ambitions, the percentage of local staff promoted in 2024 was relatively low. As an absolute percentage of total staff, this figure does not account for the large number of local employees – over 200 – we recruited and onboarded during the year, which made it more challenging to meet our 5% local staff promotion target. Going forward, our focus is to ensure that once local staff join us, they have a clear pathway to progress within the organisation. As a result, we expect to see an increase in the percentage of local staff promoted over the next year. To support this, we are reviewing our in-country promotion processes to ensure local staff are both encouraged and supported to apply for internal opportunities. We are also taking steps to ensure that job openings are advertised in common areas and accessible to all.

In 2025, we plan to launch a local staff swap initiative, where local employees from different country locations will exchange roles for two to three months. This programme is designed to encourage cultural exchange, inspire fresh ideas, and help employees develop new skills.

It offers a unique opportunity for team members to build stronger connections across borders, share valuable insights, and gain a deeper understanding of the challenges faced in different regions. Ultimately, this initiative aims to foster a more collaborative, innovative, and globally minded workforce, benefitting both employees and the organisation as a whole.

We are in the process of better recording our training data. In 2024, we recorded 10,153 training hours. With a new HR system coming into effect in 2025 and the onboarding of a full-time training officer, we hope to enhance visibility and transparency over our training hours going forward. Taking an average headcount for 2024 of 1,350, we provided seven and a half hours of training per staff member.

Regarding ESG training, we have rolled out monthly sustainability toolbox talks during our weekly management and operations meetings, ensuring that sustainability and responsible practices are regularly discussed. Additionally, we have developed deep-dive training sessions, led by our Head of Sustainability, for key teams such as the country management team for Somalia, head office staff in Kenya, procurement, and induction training for all new joiners.

Looking ahead to 2025, we plan to cascade the toolbox talks to all operational teams across our locations, ensuring that ESG principles are embedded throughout the organisation. This will help foster a deeper understanding of sustainability practices and promote a culture of responsibility and awareness at all levels.

Engaging local talent

We support our staff and the broader community by investing in and nurturing local talent wherever possible. Our collaboration with Achuoth Deng, a talented photographer with a remarkable journey, exemplifies this commitment.

Born in South Sudan, Achuoth fled with his family to Northern Kenya at the age of six to escape the civil war. Growing up in Kakuma Refugee Camp, he was inspired by international photographers and documentary makers who visited the camp to report on the situation. He followed them around, looking through their viewfinders, sparking his passion for photography. During his school years at Kakuma, he also explored drama and poetry, further nurturing his creative talents.

After saving enough to attend the Academy of Mass Communication in Nairobi, Achuoth honed his skills in visual storytelling. These institutions provided him with a solid foundation in the technical and artistic aspects of photography. His work deeply connects to South Sudanese culture, capturing the essence of his homeland and its people. His ability to tell compelling stories through his lens quickly gained recognition, earning him prestigious awards such as the Oscar of African Creativity in 2019.

We had the privilege of working with Achuoth in our recent photography requirements and many of his images are included in this report.



Occupational health and safety

| Lost time incident rate ⁶ (LTIR) | % |
|---|-------------|
| 2022 | 1.17 |
| 2023 | 1.50 |
| 2024 | 1.05 |
| Annual target | 0.90 |

Safety is a fundamental priority for RA, ensuring the well-being of our employees, stakeholders, and the communities we serve. We use a real-time, cloud-based health and safety management software platform, MANGO, to manage, report, and record all health and safety incidents. The system also sets standard procedures for repeatable activities which can be shared across our organisation, and which help limit the number of incidents and accidents.

We started 2024 with 1,277 employees, rising to 1,522 by the end of 2024 due to additional projects, most of which were high risk. The majority of reported incidents can be attributed to increased local manpower on construction sites and resultant communication and language barriers. In response, we have appointed additional onsite translators and a training officer to improve and facilitate structured occupational health and safety training and build risk-based thinking in our staff. Our LTIR target remains at 0.90, and various initiatives are being put in place by the HSSEQ department to eliminate the chances of recording Lost Time Injury cases.

Security is a key concern for the Company. Each project undergoes a rigorous security-related risk assessment and has security management and emergency response plans. All security incidents, however minor, are discussed in Board meetings and responding actions are carried out. We also have a clear policy to protect client and subcontractor health and safety.

➤ For more health and safety data please see page 29.



⁶ LTIR is defined as: (Lost time injuries x 1,000,000)/Total hours worked.

Managing our resources efficiently

We focus on whole-life cycle impacts, operating in a way that saves both money and the environment. We recognise RA's contribution to climate change and consider the environmental effect of our activities from the outset.

We support innovation, either through behavioural change, new processes, or new technology, to achieve our environmental reduction targets. To ensure the best outcomes, we evaluate any innovations and carry out pilot schemes before rolling them out across our operations.





Carbon emissions

We began exploring our carbon footprint in 2019 – well before any requirement – to understand our impact and reduce emissions. With the support of external consultants, we started measuring Scope 1 and 2 emissions and certain Scope 3 emissions in our permanent location in Mogadishu, adding more data from temporary and permanent locations over the following years.

To calculate our emissions, we now work with Normative, a cloud-based carbon accounting software that provides additional consultancy support. Using this software aligns us with the GHG Protocol and ensures we use the most updated emissions factors. Furthermore, Normative’s comprehensive approach allows us to accurately track and manage our carbon footprint, make informed decisions, and drive continuous improvement in reducing our carbon footprint.

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

We are ambitious and dedicated to acting as a sustainable leader within our industry. However, due to the nature of the regions in which we operate, we often rely on

diesel-generated power and sometimes face limitations in using solar energy due to overhead protection requirements. In high-risk areas, our facilities require reinforced roofing or blast-resistant structures to safeguard personnel and assets, which can obstruct sunlight or make solar panel installation challenging. Achieving these targets, therefore, will require significant innovation and creative solutions.

To overcome these challenges, we will need to explore and invest in alternative energy sources and technologies as they emerge and become commercially viable. This may include advancements in battery storage systems, the development of more efficient diesel generators with lower emissions, and the integration of hybrid energy systems that combine multiple power sources. Additionally, we will need to collaborate with industry experts to identify and implement the most effective and sustainable solutions.

74.6 tCO₂e/ USD 1m revenue

Carbon intensity
(2023: 77.0 tCO₂e/USD 1m revenue)

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

| | Base year tCO ₂ e (2023) | Near-term targets | | Long-term net zero targets | |
|----------------------|-------------------------------------|----------------------------------|-------------|----------------------------------|-------------|
| | | Target tCO ₂ e (2033) | % reduction | Target tCO ₂ e (2050) | % reduction |
| Scope 1 | 3,885 | 2,253 | 42 | 365 | 90 |
| Scope 2 | 601 | 348 | 42 | 60 | 90 |
| Scope 1 and 2 | 4,486 | 2,601 | 42 | 448 | 90 |

Company-wide emissions by Scope

| | 2024 | | 2023 | |
|--------------|--------------------|----------------------|--------------------|----------------------|
| | tCO ₂ e | % of total emissions | tCO ₂ e | % of total emissions |
| Scope 1 | 4,154.3 | 14% | 3,885.2 | 12% |
| Scope 2 | 728.8 | 2% | 600.5 | 2% |
| Scope 3 | 25,289.6 | 84% | 27,406.6 | 86% |
| Total | 30,172.7 | | 31,892.3 | |

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

| | Scopes 1, 2 and 3 | Scope 1 and 2 |
|-----------------|-------------------|---------------|
| 2022 (baseline) | 155.7 | 78.1 |
| 2023 | 547.2 | 77.0 |
| 2024 | 460.8 | 74.6 |

In the first year since our target was set, we observed an overall increase in Scope 1 and 2 emissions. This increase can be attributed to several factors. Firstly, the number of residents in our Somalia hotel and conference facilities increased. Secondly, a new RA staff camp in Diego Garcia led to increased power and fuel consumption for generators. Finally, a fault in our solar infrastructure in Somalia caused us to lose solar input for nearly three weeks in December 2024.

Regarding Scope 2 emissions, we saw an increase in grid consumption due to both Diego Garcia and our new compound in Juba, which is now predominantly running on city power. Since electricity has a lower emissions factor than stationary combustion from diesel generators, we are comfortable with the rise in Scope 2 emissions in this instance. Importantly, our Scope 1 and 2 intensity metric has decreased from 77.0 tonnes CO₂e per million US Dollars of revenue to 74.6 tonnes CO₂e.



Carbon emissions continued

Scope 3 emissions

In our Scope 3 emissions, we are now reporting all relevant categories and are gradually transitioning from spend-based to activity-based data. Our most significant achievement in this area has been in upstream transportation and distribution, where we have shifted from 99% spend-based to over 99% activity-based data. This has been accomplished by upskilling our logistics department on Scope 3 CO₂ data collection and interpretation, improving reporting.

In Scope 3, Category 1 (Purchased goods and services) we saw an increase due to certain capital goods falling within this data set, increased overall spend on goods and services to fulfil client contracts, and the use of new and more up-to-date emissions factors (Concito 1.2) being used by Normative, our carbon footprint partners. These new emissions factors have significantly impacted the emissions

associated with the meat we purchase, with beef now our largest single emitter. Some of this beef is purchased for client contracts where specifications and quantities are dictated, leaving little room for adjustment. However, we will be exploring changes in 2025 to lower-carbon protein options for staff working in the field.

We have not set a Scope 3 emissions target due to the constraints of client-driven contract specifications, which make setting realistic goals challenging. Instead, we focus on reducing Scope 1 and 2 emissions, where we have direct control and ownership, and where we can drive meaningful progress. However, we remain committed to accurately calculating our Scope 3 inventory, monitoring our impact, and making lower-carbon procurement and logistics choices where we can.

Breakdown of Scope 3 emissions by category

| | 2022 ⁷ tCO ₂ e | 2023 tCO ₂ e | 2024 tCO ₂ e |
|--|---|----------------------------|----------------------------|
| Purchased goods and services | 2,988.2 | 12,287.1 | 18,836.7 |
| Capital goods ⁸ | — | 114.5 | — |
| Fuel- and energy-related activities | 1,029.4 | 932.6 | 1,008.7 |
| Upstream transportation and distribution | — | 11,445.5 | 2,456.6 |
| Waste generated in operations | 1.7 | 256.6 | 260.6 |
| Business travel | 865.0 | 1,663.1 | 2,193.6 |
| Employee commuting | — | 695.1 | 533.4 |
| Upstream leased assets | — | 2.1 | — |
| Total | 4,884.4 | 27,406.6 | 25,289.6 |

⁷ First year Scope 3 emissions explored with selected categories calculated.

⁸ For 2024, all capital goods are included within Scope 3 Category 1 “Purchased goods and services”.

Mogadishu science-based target progress

Mogadishu Scope 1 absolute emissions

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

We continue reporting on our Mogadishu SBTi-aligned reduction targets established in 2020. Mogadishu is our largest operation and highest-emitting site, so there is significant value in continuing to report on and work towards these reductions. Achieving reductions at this site will also contribute to our overall Company-wide goals.

Based on our 2023 emissions data, this year’s emissions increased by 12.5% compared to the previous year. This rise was largely driven by an increase in residence and recurring faults in our solar system, which led to greater reliance on diesel-generated power. Despite this increase, we have still met our 2025 target of reducing emissions below 3,555 tonnes of CO₂e from our baseline of 4,500 tonnes.

When examining our intensity metrics, we have remained relatively stable, with a slight increase from 50 to 50.1 tonnes of CO₂e per million US Dollars of revenue. This stability in intensity metrics indicates that, despite the overall increase in emissions, our efficiency in terms of emissions per revenue has not significantly deteriorated.

Energy use

| Total energy consumed | MWh |
|-----------------------|----------------|
| 2021 | 5,694.2 |
| 2022 | 5,279.1 |
| 2023 | 5,564.5 |
| 2024 | 5,645.7 |

| Energy consumption intensity | MWh/USD 1m revenue |
|------------------------------|------------------------|
| 2022 (baseline) | 83.9 |
| 2023 | 95.5 |
| 2024 | 86.2 |
| Target | 2% reduction per annum |

| Energy self-generated from renewable sources | % |
|--|------------|
| 2021 | 3.4 |
| 2022 | 3.0 |
| 2023 | 3.6 |
| 2024 | 3.7 |

We often work in locations with limited or unreliable energy infrastructure and need to generate our own, installing renewable options where possible. We improve energy efficiency by installing energy-efficient equipment and ensuring it is well maintained.

In 2024, 3.7% of our self-generated energy came from renewable sources, up from 3.6% in 2023. This small improvement comes from reconfiguring our solar panels in Mogadishu at the end of 2023 to optimise performance. When looking at energy intensity, this figure has improved, decreasing from 95.5 to 86.2.

In South Sudan, we made a strategic decision to relocate our facilities to an area with access to the national electricity grid following the country's efforts to rebuild its energy infrastructure. Historically, like much of the region, our operations relied on diesel-powered generators for energy. As the grid is not yet 100% reliable, we have implemented backup diesel generators to ensure uninterrupted power supply. Since this relocation, we have significantly reduced our reliance on diesel generators. This shift has enhanced our operational efficiency by lowering fuel consumption costs and equipment maintenance requirements. Additionally, by minimising generator use, we have significantly reduced our carbon footprint for this location, supporting our environmental sustainability goals.

In Somalia, we upgraded the heating, ventilation, and air conditioning (HVAC) system in our high-security hotel with an energy management system. This allows for remote temperature adjustments and automatic system shutdown when not in use, improving energy efficiency.

We remain committed to deploying green technology wherever possible. As early adopters of solar energy in the region, we continue to expand our solar panel arrays and install solar water heaters and inverter air conditioners when replacing outdated equipment.



Waste management

One of the key challenges we face in many of our locations is the lack of infrastructure for recycling, which limits our ability to manage waste effectively. Despite these constraints, we are committed to minimising waste wherever possible; our priority is to reuse or recycle materials, with disposal being a last resort.

We have a comprehensive waste management plan and best practices in place to minimise waste generation, primarily through waste segregation. Our approach focuses on reducing waste at source and ensuring proper storage of unused materials for future reuse. We carefully separate scrap from hazardous waste and non-recyclable materials, and ensure the latter are properly disposed. Each HSE manager is responsible for ensuring waste generation and handling is consistent with expectations.

At our logistics hub in Dubai, we implement smart packaging strategies to reduce excessive waste before it reaches our operations. Additionally, we prioritise bulk purchasing of food and cleaning products to minimise unnecessary packaging.

We take a proactive approach towards food waste by carefully managing menus and measuring waste to ensure more efficient consumption. Our food waste is composted, helping to reduce disposal while promoting more sustainable food practices.

We also work to reduce plastic consumption through the use of Reverse Osmosis (RO) plants and water filters over plastic bottles. By integrating these strategies, we continue to find innovative ways to lessen our environmental impact.

In 2024, we introduced recyclable garbage bags instead of heavy-duty plastic bags, which equates to approximately 12,600 kg of plastic.

Water and effluents

| Water consumed | m ³ |
|----------------|-----------------|
| 2021 | 44,241.0 |
| 2022 | 35,921.0 |
| 2023 | 38,180.4 |
| 2024 | 37,304.5 |

| Water recycled | % |
|----------------|-----|
| 2022 | 6.0 |
| 2023 | 6.8 |
| 2024 | 8.9 |

| Water consumption intensity (including bottled water) | m ³ /USD 1m revenue |
|--|--------------------------------|
| 2022 | 570.9 |
| 2023 | 655.1 |
| 2024 | 569.8 |
| Target | 2% reduction per annum |

Water is a scarce resource in many of the regions where we operate, and we have seen firsthand the impact of droughts, with client boreholes drying up. As water is essential for our operations, we place a strong emphasis on responsible water management, particularly as we are primarily reliant on boreholes.

To optimise water usage, we have implemented a grey water system at our Mogadishu operations, which repurposes water for onsite construction projects and grounds maintenance. Additionally, we use energy-efficient washing machines to reduce water consumption.

At one of our sites, we operate an RO plant that treats water to potable standards in line with World Health Organization (WHO) guidelines, ensuring a safe and sustainable water supply.

To further reduce water consumption, we have introduced hydroponics for vegetable production in client supply chain projects in Libya. Given its success, we are exploring opportunities to scale this initiative to other locations.

Our water intensity metric for 2024 is the result of a slight decrease in water consumed of 2% while our revenues grew for the year. This reflects the partially fixed nature of water consumption in our operations.





Materials and procurement

We take a whole-life cycle approach to reducing the volume of materials we use and extending their longevity. Counterintuitively, this often means replacing metals and concrete with reinforced plastics, which are more durable, longer-lasting, and require minimal maintenance.

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

In 2024, we introduced several procurement and logistics improvements to support our carbon footprint reduction goals, minimise waste, and decrease plastic use.

Since May 2024, we have shifted from private charter flights to commercial flights for transporting goods from Dubai to Libya. Additionally, we are optimising container loads of frozen items to Libya, reducing the number of containers used. While this requires longer storage times for food items, our calculations show a carbon reduction benefit of reducing excess shipping.

We also prioritise sea shipments over air freight whenever possible. To further support this, we share our scheduled shipments with clients, encouraging them to utilise available space rather than relying on last-minute air freight.

Finally, we provide sustainability training to our procurement team, tailored to help them consider the environmental impact of procurement choices. In 2024, over 90% of our procurement team globally received this training conducted by our Head of Sustainability both through in-person and online sessions.

Biodiversity

While not a primary focus, we strive to implement sustainable practices within our own facilities wherever possible and follow contractual and local guidelines.

For pest and vector control, we manage contracts that specify the chemicals and pesticides we use and how they apply. We follow all contractual, local, and WHO guidance for the application of chemicals and pesticides to avoid inadvertently harming indigenous flora and fauna either directly, through the food chain, or through contamination. We rely on natural biological solutions as a preferred method over chemical solutions.

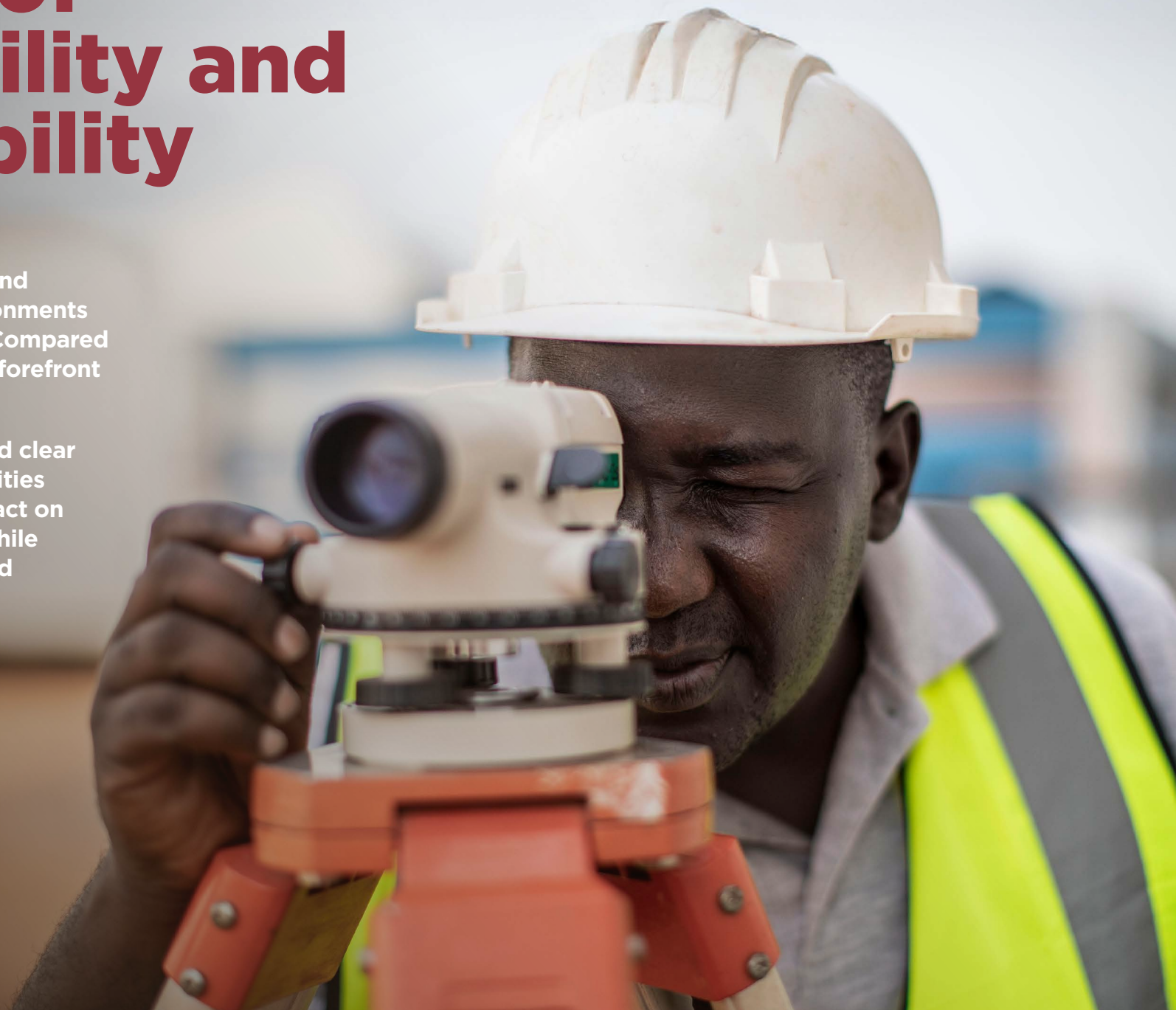
We are seeing a shift in client preferences towards more environmentally responsible choices. For example, in Zimbabwe, the use of environmentally friendly products has been explicitly specified in contracts.



A culture of responsibility and accountability

Sustainability and accountability are fundamental to RA. The challenges and opportunities in our operating environments are both complex and far-reaching. Compared to our peers, we believe RA is at the forefront of “Doing business the right way.”

Our strong governance structures and clear understanding of risks and opportunities enable us to make a meaningful impact on the environment and communities while effectively executing our strategy and business model.





Supplier impact

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

| | |
|-------------|------------|
| 2022 | Nil |
| 2023 | Nil |
| 2024 | Nil |
| Target | Nil |

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

We conduct reputation screening and risk assessments linked to high-value and high-risk suppliers, such as subcontractors, recruitment agencies, customs brokers, and other intermediary companies that represent RA. This includes checks to prevent human trafficking and child labour.

For instance, in 2024 we conducted an in-depth site visit to a recruitment company in Western Sahara. The visit evaluated working conditions, verified compliance with labour standards, and assessed the supplier's adherence to ethical and operational guidelines. In 2024, we proactively engaged with our six largest suppliers through questionnaires and meetings to assess the maturity of their sustainability strategies, explore products that could help us and our clients reduce environmental impact, and ensure rigorous supply chain ethics.

Client impact

RA is committed to doing business with integrity and in full compliance with applicable laws and international best practices. The Company's aim, however, is to go beyond compliance and maintain a best-in-class ESG strategy. This is not only a source of competitive advantage but is also increasingly expected by our stakeholders.

We showcase our sustainability achievements and ESG commitments through transparent reporting, EcoVadis engagement, and disclosures required under the CDP. Our dedication to responsible business practices sets us apart as clients request more ESG-related detail in bids and procurement processes.

We stand out by prioritising local employment opportunities and acting responsibly toward the environments in which we operate. This commitment goes both ways - we actively seek ESG alignment when engaging with new clients and projects so that together, we can make a greater impact alongside our clients and support them in their aims.

All new clients undergo a rigorous vetting process that includes reputational screening and, for contracts above USD 500,000, a comprehensive ESG risk review.

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

We also conduct thorough due diligence on industries with significant environmental impacts, such as extraction and energy companies that are not transitioning into integrated energy firms or lack clear environmental and social strategies. Additionally, we assess all potential clients for unethical or non-compliant behaviour, reviewing the actions taken to address and rectify reported cases.

Spotlight on EcoVadis

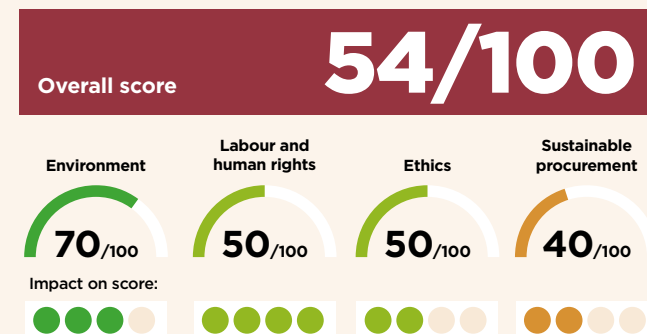


In 2024, we engaged with EcoVadis, a leading sustainability intelligence platform which provides insights into compliance, risk management, and performance improvement across various sustainability themes, including environment, labour and human rights, ethics, and sustainable procurement.

We underwent their rating process to receive third-party objective feedback and also to demonstrate to our clients our commitment to transparency and continuous improvement in sustainability practices.

In our first analysis, we received 54/100 and a "Committed" rating, which is only granted to companies reaching a score of 45 or above. This was a considerable achievement given the environmental and social challenges we face in our locations and, therefore, operations. For example, we often work in regions affected by conflict, economic instability and resource scarcity. As such, ensuring fair labour practices, promoting workforce diversity, and upholding environmental best practice demands tailored, context-specific solutions.

The assessment highlighted our strengths in environmental efforts while identifying certain reporting gaps in labour, ethics and procurement. Many of our weaknesses were related to data collection and evidence rather than our actual sustainability practices. We have put departmental action plans in place to work on our shortcomings and are looking forward to our resubmission in August 2025.



Human rights, modern slavery, and anti-bribery and corruption

Reported cases of harassment and discrimination

| | |
|-------------|------------|
| 2022 | Nil |
| 2023 | 1 |
| 2024 | Nil |
| Target | Nil |

Reported cases of bribery and corruption upheld

| | |
|-------------|------------|
| 2022 | Nil |
| 2023 | Nil |
| 2024 | Nil |
| Target | Nil |

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

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

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

Political donations

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

Policies

A full list of RA's policies can be found at <https://rainternationalservices.com/>

Speak up

It is important that our people act with integrity, and we encourage people to raise concerns and report any malpractice via an independent and anonymous whistleblower channel to guarantee fairness and impartiality. Our whistleblowing policy enables both internal and external parties to report concerns securely and anonymously. The process ensures the protection of the identity of individuals who report issues.



Sustainability governance and risk management framework

The Board has overall responsibility for RA's sustainability risks and opportunities and is a standing item for all Board meetings, reinforcing our commitment at the highest level. The Company also takes a top-down and bottom-up approach to risk management. This ensures that department, country, and project-related risks are fully understood and planned for before high-value or strategically important contracts are undertaken. In 2024, the governance of RA's sustainability management was supported in the following ways:

ESG Committee: The ESG Committee meets quarterly and is responsible for overseeing the Group's sustainability strategy and execution. In these meetings, the Head of Sustainability is invited to update the Board on ESG progress against 2027 targets and KPIs, including climate-related risks, emissions, and energy reduction targets. The ESG Committee also highlights potential upcoming regulation changes. Salient issues addressed at the ESG Committee are brought to the attention of the Board at the quarterly Board meetings.

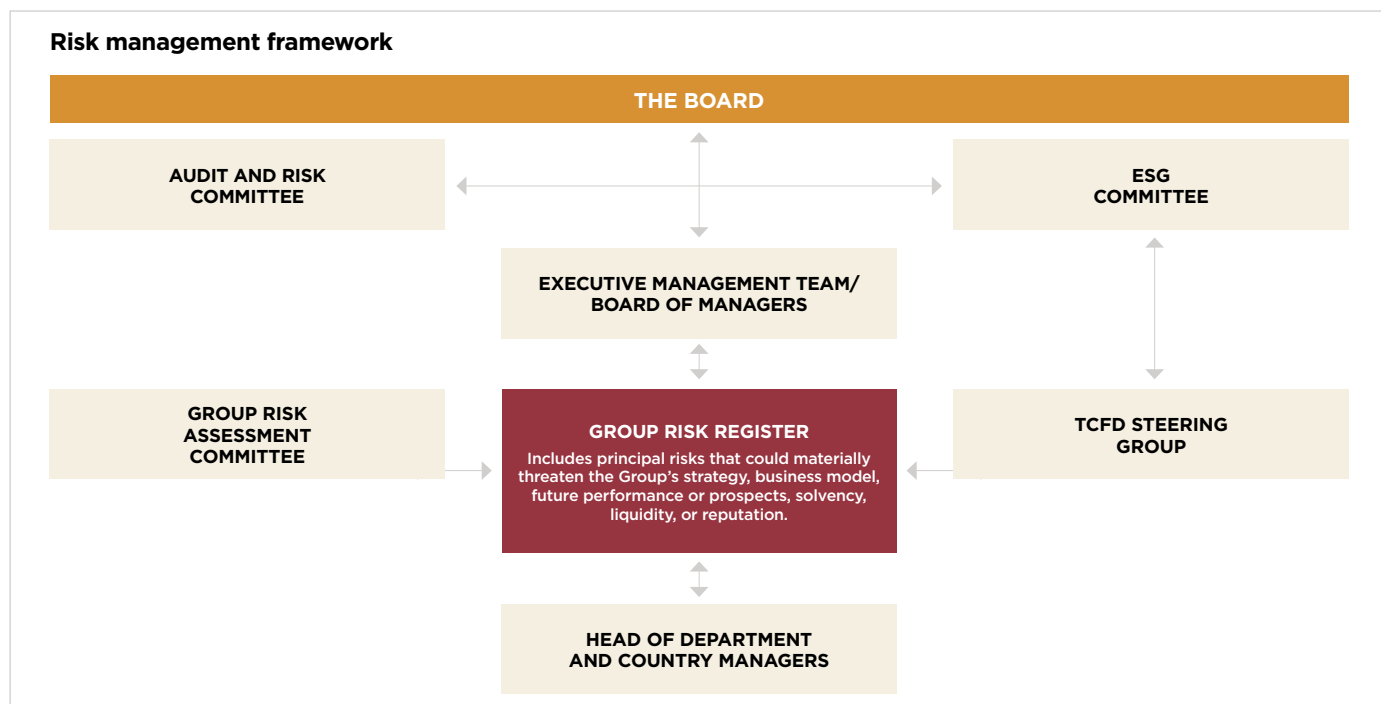
Audit and Risk Committee: The Committee is responsible for identifying and reviewing principal risks of the Company, including sustainability risks. Identified risks are reviewed each year to ensure they are properly understood, quantified, and addressed by the organisation.

Management oversight: Lars Narfeldt, RA's COO and co-founder, is responsible for delivering RA's sustainability strategy. The Head of Sustainability reports directly to the COO and attends weekly Operations Meetings to better understand potential risks and opportunities, and ensure sustainability is integral to operational decisions. Additionally, the Head of Sustainability delivers a monthly Toolbox Talk to the operational team, covering a range of ESG topics to enhance awareness and drive sustainable practices across the organisation.

Risk assurance: The Group adopts the "four lines of defence" as its assurance model for an enhanced approach that reinforces risk management, internal controls, and transparency within the Group.

Review of risk management framework

In light of the Company's delisting from the AIM market in March 2025, the Directors are reviewing the Company's governance and risk management framework to ensure its processes and systems are appropriate to the business's size, structure, and aims. The Board is committed to maintaining good corporate governance practices, synonymous with RA's established culture, business practices, and commitment to building a successful and sustainable business.



Sustainability governance and risk management framework continued

Sustainability risks and organisation boundaries

RA's sustainability risks are incorporated within the Company's risk management framework and identified risks are included on the Group Risk Register. Our key sustainability risks form part of the Group's principal risks.

Principal sustainability risks within risk register:

- Not meeting our ESG targets potentially leading to damage in reputation, loss of workforce, and/or client
- Global climate change and climate-related events impacting our ability to operate effectively
- Not being able to support our clients in meeting their own climate ambitions

For each of these risks, we adopt a range of control measures, training programmes, budgets, insurances, and standard operating procedures, and assign individuals responsible for monitoring and reporting on progress and changes.

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

Due to the size of our workforce and, until recently, our status as a UK publicly listed company, we were required to report under the TCFD in 2024. While we will no longer report under TCFD in 2025, the climate-related risks and opportunities identified remain critical to our long-term sustainability and strategy.

In 2025, we will review our progress in this area and implement a refreshed climate-related strategy aligned with the Company's size, structure, and ambitions. In the meantime, more details on our TCFD disclosures can be found on pages 31 to 33.

RA complies with internationally recognised management systems for quality (ISO 9001:2015), environment (ISO 14001:2015), food safety (ISO 22000:2018), and occupational health and safety (ISO 45001:2018). These management systems stipulate consistent processes, fostering a culture of self-evaluation, correction, and continual improvement. RA uses a cloud-based software tool, MANGO, to support HSEQ compliance and management.





Stakeholder engagement

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

| Employees | Customers | Suppliers and partners | Local governments and communities | Investors |
|--|---|---|--|---|
| <p>Our employees are one of our primary assets and are a key resource in delivering our services. We offer competitive pay and rewarding careers to both international and local staff and apply best-practice international employment standards for all.</p> | <p>We work with customers who share our values. Fostering close customer relationships is a vital part of our growth strategy and sustainability efforts. Through contractual negotiations and project delivery, we seek to influence our customers to make sustainable choices.</p> | <p>Our suppliers and partners help us meet our requirements on the ground by delivering essential materials, equipment, food, and services. We set clear standards for how they should operate and push them to make sustainable choices through procurement.</p> | <p>We foster good relations with local governments and work with local communities, securing our licence to operate. In most locations, we are an important source of employment, supporting families, local services, and institutions.</p> | <p>Our investors have provided capital for growth and are an essential source of feedback on our business strategy. Their expectations regarding sustainable practices and reporting have strongly influenced our sustainability disclosures and practices.</p> |
| <p>How we engage</p> <p>Our leadership conduct regular site visits to engage directly with employees and deliver presentations and Toolbox Talks. HR manages employees' career paths, personal development reviews, and work appraisals. Training, skills development, and education for low-skilled workers is managed at a local level by the country management team in conjunction with Heads of Department. We conduct regular team-building and social events, and employee engagement surveys.</p> | <p>How we engage</p> <p>We interact with customers regularly in the normal course of business, by submitting scheduled progress reports, attending formal client meetings, which provide a forum for regular feedback, and ensuring that expectations are met. We actively support clients with their own sustainability initiatives and decarbonisation programmes.</p> | <p>How we engage</p> <p>We conduct a rigorous supplier vetting and selection process, and we procure services and materials through purchase orders, contracts, and master service agreements. All suppliers are required to complete Supplier Impact Assessments. We interact with suppliers regularly in the normal course of business and we conduct regular product inspections, visits, and audits.</p> | <p>How we engage</p> <p>We maintain regular contact through meetings and correspondence with local governments and local community representatives. We support local and regional suppliers where we can and work with local and international organisations to provide charitable support and assistance to local communities.</p> | <p>How we engage</p> <p>The primary communication tool with investors is the Regulatory News Service, on regulatory matters and matters of material substance. We hold regular meetings with our current and prospective shareholders, including our in-person Annual General Meeting, and deliver presentations to shareholders upon the release of our annual and interim results. Feedback received from investors is discussed and considered at Board meetings.</p> |
| <p>Details of engagement activities can be found on pages 11 to 14.</p> | <p>Details of client impact can be found on page 22.</p> | <p>Details of engagement activities can be found on pages 20 and 22.</p> | <p>Details of engagement activities can be found on pages 8 to 12.</p> | <p>At the request of an investor we expanded our reporting under the CDP framework to include full transparency on climate and water impacts, as well as disclosures to the supply chain.</p> <p>In March 2025, the Group delisted from the AIM market. Further details can be found at: https://rainternationalservices.com/</p> |

Appendix





Data

| Social | 2021 | 2022 | 2023 | 2024 | Target | Progress |
|--|------|------|------|-------|------------|----------|
| Average percentage of local staff employed | 42% | 51% | 51% | 60% | 2027: 70% | ● |
| Products and services procured locally | — | 54% | 57% | 46% | 2027: 65% | ● |
| Female employees within workforce | 13% | 15% | 17% | 17% | 2027: 20% | ● |
| Female employees at leadership level | — | 35% | 24% | 39% | 2027: 50% | ● |
| Female hires (baseline) | — | — | — | 12% | — | — |
| Local workforce promoted each year | 5% | 4% | 3% | 2% | Annual: 5% | ● |
| International staff attrition | — | 10% | 8% | 10% | Annual: 8% | ● |
| Absentee days of total workdays for international staff | — | 1.8% | 1.3% | 1.4% | 2027: 1.3% | ● |
| Staff engagement Likert score | — | 77% | 76% | 78% | 80% | ● |
| Unadjusted pay gap for international staff (male:female) | — | — | — | -118% | — | — |

| Environmental | 2021 | 2022 | 2023 | 2024 | Target | Progress |
|--|--------|--------|----------------------------|------------------|--|----------|
| Company-wide carbon emissions (tCO ₂ e) | — | 9,797 | 31,892 | 30,172.7 | — | — |
| Scope 1 carbon emissions (tCO ₂ e) (market-based) | — | 4,066 | 3,885 (target baseline) | 4,154 | 2033: 2,253 (-42%) 2050: 365.0 (-90%) | ● |
| Scope 2 carbon emissions (tCO ₂ e) | — | 847 | 601 (target baseline) | 728.8 | 2033: 365 (-42%) 2050: 60 (-90%) | ● |
| Scope 3 carbon emissions (tCO ₂ e) | — | 4,884 | 27,407 | 25,289.6 | — | — |
| Company-wide carbon intensity (tCO ₂ e/USD 1m revenue) | — | 156 | 547 | 461 | — | — |
| Scope 1 and 2 carbon intensity (tCO ₂ e/USD 1m revenue) | — | 78 | 77 | 75 | — | — |
| Mogadishu Scope 1 absolute emissions (2020 baseline: 4,500 tCO ₂ e) | 3,643 | 3,128 | 2,914 | 3,278 | 2025: 3,555 2030: 2,610 | ● |
| Total energy consumed (MWh) | 5,694 | 5,279 | 5,565 | 5,646 | — | — |
| Grid energy consumed (MWh) | 557 | 754 | 1,070 | 1,153 | — | — |
| Self-generated energy (non-renewable) (MWh) | 4,703 | 4,054 | 3,972 | 3,949 | — | — |
| Self-generated energy (renewable) (MWh) | 164 | 127 | 148 | 152 | — | — |
| Energy consumed-generators (externally-generated) | 270 | 345 | 375 | 392 | — | — |
| Energy consumption intensity (MWh/USD 1m revenue) | — | 84 | 96 | 86 | Annual: -2% | ● |
| Water consumed (including bottled water) (m ³) | 44,241 | 35,921 | 38,180 | 37,305 | — | — |
| Water recycled | 6.0% | 6.8% | 5.8% | 8.9% | — | — |
| Water consumption intensity (inc. bottled water) (m ³) | — | 571 | 655 | 570 | Annual: -2% | ● |
| Environmental pollution incidents | — | 3 | 3 | 1 (low severity) | — | — |

Data continued

| Governance | 2021 | 2022 | 2023 | 2024 | Target | Progress |
|--|------|------|------|------|--------------|----------|
| Lost time incident rate | — | 1.17 | 1.50 | 1.05 | Annual: 0.90 | ● |
| Employee fatalities | Nil | Nil | Nil | Nil | Nil | ● |
| Employee lost working days | 3 | 11 | 44 | 37 | — | ● |
| Percentage of total workforce trained on business ethics issues, discrimination and harassment | — | 52% | 59% | 61% | 2027: 80% | ● |
| Reported and upheld cases of human trafficking and child labour in supply chain | Nil | Nil | Nil | Nil | Nil | ● |
| Reported and upheld cases of harassment and discrimination | Nil | Nil | 1 | Nil | Nil | ● |
| Reported and upheld cases of bribery and corruption | Nil | Nil | Nil | Nil | Nil | ● |
| Whistleblowing complaints upheld/received | — | 0/4 | 1/5 | 0/4 | Upheld: Nil | ● |

Progress key:

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





Material issues






Our material issues have guided the rationale for our sustainability operations and communications for the last four years. We assign KPIs, targets, and reporting schedules where appropriate and name individuals responsible for their management. The last assessment was performed in 2021, and the exercise will be repeated in 2025.

When assessing RA's material issues, we consider the key sustainability risks within RA's corporate risk management framework (see page 24 for further information). Our environmental and social activities and governance processes 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 RA's long-term economic, social, and environmental sustainability.

We focus activities on areas where we can have a direct impact to make better decisions, set clear targets, and allocate budget to projects appropriately. In areas where our business is closely linked to our clients' activities, we seek to influence decisions through examples of our work and contract negotiations.

More information on our risk management process and identified sustainability risks can be found on pages 24 to 25.

| Areas for activity | SDG target | |
|---------------------------------------|---|--|
| SOCIAL | | |
| Employment practices | We provide decent work and fair pay in a safe and secure environment, and we uphold international best practice with regards to employment wherever we operate. |  8.5 Achieve full and productive employment and decent work for all |
| Equal opportunity | Strong diversity is at the core of RA. We challenge bias by providing employment regardless of age, sex, disability, ethnicity, origin, relation, or economic status, and have a special focus on female progression. |  10.2 Promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic status |
| Local economic impact | Our activities have a direct and indirect impact on local economies through employment and support of local enterprise. |  8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, and innovation |
| Community support | We support the communities where we operate through charitable activities and by responding to urgent needs and events under the principle of doing "What we can. Where we are." |  ALL |
| Training and development | We have a direct and lasting impact through transferring skills, providing education, and motivating and developing staff. |  4.4 Increase the number of youth and adults who have relevant skills |
| Occupational health and safety | Our work takes us to conflict zones where there is a high risk of harm to human life. Ensuring the health 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 |

| Areas for activity | SDG target | |
|----------------------------------|---|--|
| ENVIRONMENTAL | | |
| Carbon emissions | We have set science-based emissions reduction targets for parts of our operational locations and continue to align our business to the Paris Agreement. |  13.2 Integrate climate change measures into policies, strategies, and planning |
| Energy use | Energy is important because we generate our own energy in much of our business. We invest in energy efficiency as well as renewable energy to reduce costs and environmental impact. |  7.2 Increase substantially the share of renewable energy 7.3 Double the global rate of improvement in energy efficiency |
| Waste management | We reduce the amount of waste we produce and we manage how waste is handled and treated to minimise environmental impact and to limit negative impact on local communities. |  12.5 Reduce waste generation through prevention, reduction, recycling, and reuse |
| Water and effluents | Fresh water is a precious resource. We minimise our consumption and treat wastewater to limit environmental and social impacts. |  6.4 Increase water-use efficiency |
| Materials and procurement | We use a lot of raw materials in our operations. We are applying innovative methods to reduce the volume of raw materials used, to save both the environment and money for ourselves and for our clients. |  12.2 Achieve the sustainable management and efficient use of natural resources |

| GOVERNANCE | | |
|------------------------------------|---|---|
| Supplier impact | We carry out detailed due diligence on our suppliers to prevent negative impacts and ensure that our suppliers share the same zero tolerance stance towards child labour and human trafficking. |  8.7 Eradicate forced labour, end modern slavery and human trafficking |
| Client impact | We work with clients who share our values and we consider "whole project" impacts in addition to our own direct impacts. |  ALL |
| Human rights | We uphold and advocate for human rights in our sphere of influence. |  ALL |
| Anti-bribery and corruption | We have clear ABC policies and do not tolerate any forms of bribery and corruption. |  16.5 Reduce corruption and bribery in all their forms |



Task Force on Climate-related Financial Disclosures (TCFD) statement

We published our inaugural TCFD statement in accordance with Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 last year. Despite delisting in March 2025, and recognising the motivation TCFD has provided us to further understand relevant climate-related risks and strengthen appropriate risk mitigation processes, we report under this framework once again.

As a business, we have already felt the impact of physical climate-related risk and recognise our part in reducing our environmental impact and adapting our business to the changing climate to protect our staff, our customers, and our future viability.

Our governance, risk management framework, and management oversight for TCFD are integrated and aligned with our Group governance structures, as detailed on page 24.

Climate-related risks and opportunities

We are aware that RA faces different climate challenges depending on the geographical location and the nature of the project we are undertaking. As a result, physical and transition risks that might have a potential financial impact on the business have been identified by the TCFD Steering Group.

Below, we have set out our principal climate-related risks and opportunities, detailing the type or risk/opportunity, the timeframe, and the impact each risk or opportunity could have on the business.

We define our timeframes as:

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

We face potential physical risks, including extreme weather events, as well as risks and opportunities resulting from the transition to a lower-carbon economy, including transition products and services to lower emissions options. Climate change and the climate transition also provide us with business opportunities both in terms of resource efficiency and the potential to extend our client offering as we are able to leverage our extensive experience operating in challenging environments where we have proactively implemented sustainable solutions.

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

TCFD statement continued

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

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



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

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



TCFD statement continued

Scenario analysis

In our second year of TCFD reporting, we reviewed the two scenarios analysed in year one and considered how the world and our business might look, drawing on relevant scientific papers.

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

Resilience

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

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

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

As a services business, we can incorporate inflation-linked price adjustment and recovery mechanisms into bought-in goods and services in our contracts. Part of our analysis will include assessments of what costs can be passed onto customers and what must be managed through the Company. We continue to work to address these challenges as we develop our TCFD methodology going forward.

Risk management

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

Metrics and targets

We use key risk indicators internally as part of our risk management process to assess climate-related risks and opportunities. Details of our Scopes 1, 2, and 3 emissions, along with science-based reduction targets and our other climate-related metrics, including water use, energy use, and materials, can be found on pages 15 to 20.



Deliver. Regardless.

