



THE STORY OF AN EAST AFRICAN TEAM'S SUSTAINABILITY JOURNEY

Presentation at SUSTREM2021

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Aims of today

To share with you some key aspects of our business and its relationship to the UN SDGs. Specifically:

1. We will share how our projects contribute to delivery of the UNSDGs
2. The benefit of capacity building concurrent with project delivery
3. How we contribute to the RSK Group sustainability route map

RSK



Our drive

RSK strives to be an employer of choice, doing the right thing – protecting the environment, reducing our carbon footprint and that of our clients, and supporting United Nations Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOALS





How our projects contribute to the UN SDGs

Remediation in East Africa 2017 - 2020

- ❖ 13 RSK businesses and 15 nationalities collaborated to deliver the project removing future pollution liabilities of our client
- ❖ We own 18 4x4, 2 crane trucks and remediation equipment
- ❖ 300,000 hrs without an LTI
- ❖ Employed and trained >100 East African staff
- ❖ 3500 m drilling at >400 well locations
- ❖ 4000 soil and water samples

8 DECENT WORK AND ECONOMIC GROWTH



14 LIFE BELOW WATER



15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS



We had challenges to overcome

Challenge	How we overcame the challenge
Competent employees and stakeholders	Capacity building
15 cultures, many of whom had not worked together previously	Cultural awareness training
Safety practices	Daily briefings, interventions, video footage, sub-contractor work scopes, OSHA lifting and demonstrating the benefits of this to the team
Re-training post delivery of the remediation project concurrent with the pandemic	Seconded people to Saudi Arabia to deliver water asset infrastructure, re-trained team members to ESIA deliver and renewables installations concurrent with civils works

Installation of solar powered water meters

- ❖ **15 billion** spent on water supply infrastructure in the developing world each year, but aid practitioners have failed to harness the power of the private sector
- ❖ **45%** of water supply systems break after 2 years because there is no water economy, no professional maintenance and no money to pay for maintenance
- ❖ RSK and eWater services install solar powered water meters. The system is funded using mobile money that facilitates a maintenance fund
- ❖ 126 meters installed, 20 to go, with water 24hr/7days a week!



93%
of Africans have
access to a
mobile phone



277 million
Registered mobile money
accounts in Sub-Saharan
Africa



Eliminating Child Labor in Tobacco Growing Foundation

- ❖ PROSPER UMOJA project aimed at eradicating child labor in Tobacco farms in three regions
- ❖ **Key activities performed by RSK were:**
- ❖ Evaluation based on relevance, effectiveness, efficiency, impact, and sustainability. Gender and child participation as cross-cutting issues
- ❖ Identifying strength and weakness, factors of influence, make recommendations, and identify good practices for further replication
- ❖ A baseline assessment of the status, gaps and needs of current field farmer schools, skills development groups, and village savings and loans associations
- ❖ An organizational capacity assessment of the local implementing partners



Capacity building has enabled us to

- ❖ Deliver projects on time, budget and to international SHEQ
- ❖ Enabled employment of >100 East Africans directly and many more through our supply chains
- ❖ Through re-training we have retained approximately 50% of these through the pandemic and delivered projects in Ethiopia, Zambia, Tanzania, Kenya and Uganda

Services provided RSK East African businesses include:

- ❖ Environmental and social impact assessments with associated surveys at baseline and construction stage
- ❖ Resettlement planning
- ❖ Livelihood restoration
- ❖ Human rights impact assessments
- ❖ Soil and groundwater clean-up work
- ❖ Water resources work
- ❖ Renewables
- ❖ Geotechnical analyses





How we contribute to the RSK Group route map

Sustainability Route Map



	Safety, health and quality lead by R. Chattaway				Our people and ethics lead by Z. Brunswick				Environment and communities lead by S. Mogford				Clients and suppliers lead by L. Thomas				Financial and governance lead by A. Draper			
Financial year	Safety	Health and well-being	Quality	Continuous improvement	Inclusivity	Training and development	Engagement	Ethics	Community engagement	Environmental protection and enhancement	Carbon footprint	Resource efficiency and waste	Collaboration	Selection and development	Local economy	Relationship management	Governance	Financial performance	Investment and growth	Business probity
2022	Make available the RSK human factors programme to all RSK employees	100% of employees with access to occupational health services where the nature of the job role requires this.	Roll out ISO 27001 data protection	25% reduction in noncompliances during tender and project compliance audits	NEW: Roll out Employee networks alongside equality, diversity and inclusion pledge	Implement a succession planning process	NEW: Establish a new series of employee forums	Update whistle-blowing procedure	NEW: Formalize key stakeholder engagement plan	Celebrate environmental performance on major projects by entering relevant awards	NEW: Commit to COP26 and set science based targets	NEW: Set a baseline for waste reduction	NEW: Collaborate with our top clients on circular economy opportunities and GHG emissions reduction	NEW: Support our top suppliers to identify circular economy opportunities and GHG emissions reduction	Update our procurement policy to facilitate local procurement	70% business is repeat business	NEW: Roll out updated compliance policies, procedures and training including a new ethical business code of conduct	AMENDED: Deliver £60 million pro forma EBITDA for the first time	NEW: Invest in at least 10 businesses	NEW: Enhance due diligence processes on strategic partners
2023	Annual internal award for outstanding individual/team performance and commitment to safety	Implementation of a centralised COSHH database	All acquisitions to be SHEQ-onboarded within 12 months	120 environmental improvement opportunities identified from the aspects and impacts programme with 50% being actioned	Speak about inclusivity in our 'Doing the right thing' conference	NEW: Integrating employee performance review process into e-learning platform as part of professional development cycle	Develop a social media strategy for employee engagement	NEW: Review of procurement to align with our values	NEW: Implementing practical engagement activities identified in FY2022	NEW: Engage with academic institutions to bring cutting edge technology to our clients	NEW: Share practical examples of how we have reduced our carbon footprint	NEW: Launch implementation of a plan for enhancing the fuel efficiency of our fleet	NEW: Organise 'Doing the right thing' workshops to share climate and circular economy solutions	Suppliers to be invited to our 'Doing the right thing' conference and participate in workshops	AMENDED: Examples of social value excellence during our 'Doing the right thing' conference	Clients to be invited to our 'Doing the right thing' conference and participate in workshops	NEW: Review of stakeholder engagement initiatives	AMENDED: Deliver £75 million pro forma EBITDA for the first time	AMENDED: Invest £25 million international growth	NEW: Engage top 30 suppliers on the topic of modern slavery
2024	Industry recognition for being best in class for safety	Industry recognition for being an employer of choice for employee well-being	NEW: Establish RSK supplier award for SHEQ	Roll out safety fortnight programme to top ten subcontractors	NEW: Mentoring career development for minority groups	NEW: Have an established leadership development programme to embed a leadership culture	NEW: Biannual open Q&A session with senior leadership team	NEW: Undertake a supply chain audit to determine effectiveness of communication of RSK's ethics policy and programme	Publish a report on the impact of our community engagement and volunteering activities	NEW: Invest in international research that supports environmental protection	NEW: Publish four thought leadership pieces on practical steps to delivering climate goals	NEW: Launch a resource efficiency and waste supplier award	Be recognised as a leader in our industry through joint recognition with a key client or supplier	Introduce supply chain awards programme	NEW: Roll out social value dashboard to all RSK divisions	Board review of our customer survey satisfaction procedure	GRI compliant CR&S report	AMENDED: Deliver £85 million pro forma EBITDA for the first time	AMENDED: Invest £25 million in international growth	AMENDED: Establish RSK supplier award for ethical business
Our goal	Collective commitment to getting safety right	Avoid work-related ill health	Right first time	Year-on-year improved performance and improved client satisfaction	Be a fully inclusive employer	NEW: Clear and transparent development structures	NEW: Creating a workplace culture that enables staff to bring their whole self to work	NEW: Embedded culture of doing the right thing	Make valued contributions in the communities in which we operate	NEW: Achieve a net positive impact on the environment	Help society achieve the UN's 1.5°C target by setting SBTi	Produce less waste and promote the circular economy	Work together as a team	Seek to only work with people who share our values	Leave a lasting legacy in the areas in which we work and live	All our business relationships to be mutually beneficial	Be recognised as a leader in corporate governance	Year-on-year financial improvement	Continuous investment to support sustainable growth	Exemplary professional integrity at all times
	17	3	4	3	10 5	4	17	10 1	8 11	14 15	7 12 13	11 12 13	8 17	8 12 17	8 11	8 9 17	16	8 11	8 9 17	8 16

* Target partially achieved or amended. See sustainability report for further details.



1

Hiring, retaining and rewarding talented and dedicated people

2

Building enduring client relationships

3

Encouraging continuous improvement and innovation

4

Promoting a learning culture in a positive working environment

5

Making strategic investments for sustainable growth

6

Committing to strong, predictable financial performance

7

Maintaining an unwavering commitment to health and safety

8

Promoting the concept of sustainability in all that we do

9

Encouraging staff consultation and clear communication

RSK
GUIDING PRINCIPLES
www.rskgroup.com

Community engagement

- ❖ RSK aspires to work close with communities especially where we actively operate
- ❖ In Tanzania, RSK works with Uhamiaji Secondary School in promoting science subjects to secondary school students through provision of learning materials such as text books and also through STEM activities
- ❖ In Uganda, RSK sponsors a student at the Nile Vocational Institute, Jinja and a University student on an international industrial placement year



Health and well-being

- ❖ Donation of blood pressure machine to the nursing department at Morogoro hospital
- ❖ Medical aid
- ❖ Mental health awareness and mental health first aider trainings



Our Environment

- ❖ Single use of plastic and the use of RSK water bottles
- ❖ Waste management – Disposal of waste in an environmentally friendly manner
- ❖ Waste for wealth – Office paper waste in-exchange for classroom material such as blackboard chalks



Our cities



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



As well as working hard, we also had lots of fun!

- ❖ A quiz post borehole drilling and pre-remedial install to reflect on our achievements to date
- ❖ Supporting International Women’s Day
- ❖ Winning RSK Group’s Innovation Award
- ❖ Conducting mental health awareness event
- ❖ Second winners of Brownfield Briefing Awards





Thank-you very much

Questions & Answers





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