

RSK GROUP RESPONSIBILITY AND SUSTAINABILITY ROUTE MAP 2016-2025

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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
2016	Driver risk ratings conducted for all employees	Well-being programme launched	Ground Engineering Awards, Ground Investigation Project of the Year for the Wylfa Project (Structural Soils)	Near-miss and positive-intervention reporting framework established	Equality policy updated	64 graduate placements	Weekly staff newsletter	Life insurance provided to all employees	Volunteering guidelines introduced	No major environmental incidents	Carbon Disclosure Project reporting completed	Development of innovative and award-winning soil reuse programme for major client	10 staff worked in clients' offices on secondments	Modern slavery policy applied to all approved suppliers	Opened 2 offices close to major projects to facilitate employment of local staff	Reviewed and updated 20 client supply portals	First annual corporate responsibility and sustainability (CR&S) report	Master service agreement and approved client registration list compiled	Refinanced with Permira with £33-million unitranche facility and repaid HSBC in full	Bribery and corruption policy communicated to all employees
2017	No reportable injuries in 2017 calendar year	No occupational diseases	Accreditation to OHSAS 18001, BS 9001, BS 14001 and ISO 17025	RSK behavioural safety programme implemented	Bullying and harassment policy updated	90% permanent employees	Maintained voluntary turnover rate (11%) below industry average	Agreed to honour voluntary pension arrangements of 44 ADAS retirees	£10,000 raised for Cancer Research	Company-wide environmental impacts register produced	9% reduction in greenhouse gas emission intensity achieved over 4 years	Renewable heating system installed in 2 offices	Collaborative sales training completed by the sales team	Successful launch of RSK Knowledge Share with clients and suppliers	50 technicians trained in Iraq	Established sales-sector interest groups	Board and committee structure review and first annual CR&S review	Exceeded £100 million in sales for the first time	3 acquisitions and set up Austrian business with funding from Business Growth Fund	Achilles UVDB Verify audit over 90% for all categories
2018	38 out of 39 business units took part in Safety Fortnight	Human resources director receives industry-recognised award for well-being programme	All teams complete vendor performance evaluation form	More than 9000 near misses and positive interventions	Bullying and harassment training module rolled out to new acquisitions	14 heads of profession	Independent financial advisers available for all employees	Collaborative working code of conduct introduced	International recognition for community engagement initiatives (New York Times)	3 Brownfield Briefing Awards for remediating contaminated land	13% reduction in greenhouse gas emission intensity achieved over 4 years	12-month plastics pledge rolled out to all employees	Key account management plan developed	Achieved a client base of more than 7000 organisations	Identified material stakeholders for all offices over 50 people	4.45/5 average customer satisfaction score	Annual review of group sustainability policy	Credit control training provided to all employees	7 acquisitions and set up 2 new businesses in East Africa and the UK	Register of directors' interests compiled
2019	100% of all workers covered by the SHEQ management system (MS)	Well-being champions initiative launched	All businesses to undertake independent project reviews	RSK safety awards programme established	Gender pay gap reported publicly	Increase the number of employees accredited with chartered status	Investors in People Standard employee engagement survey	Secured funding for the Employee Benefit Trust	RSK community report published	Commercialise ESRI-based interactive environmental management system for site data collection, management and reporting	Energy Savings Opportunity Scheme assessments undertaken for offices with more than 100 people	Establish innovative waste management centre in southern Iraq	Collaborate with 4 universities on research projects	Update supply chain strategy	Secure an award acknowledging RSK's contribution to the local economy on a project	Engagement strategy developed for business-critical suppliers	Develop RSK group sustainability route map	Deliver £20 million pro forma EBITDA for the first time	Invest £5 million in capital expenditure and make 6 acquisitions	Business critical documents associated with ethics and compliance available on the intranet
2020	All RSK staff trained in Golden Safety Rules	50 employees to be trained in mental health first aid	100% compliance with needs and expectations of identified interested parties	Introduction of automated audit software for use in internal audits	Equality and inclusivity training module rollout	100% of employees receiving regular personal development reviews	Review employee ownership programme	Continue to support employees facing personal difficulties	25 people registered on the STEM Ambassadors programme for engaging with students	Commercialisation of the underground services condition assessment research	In-vehicle management system fitted to all new RSK-owned vehicles	Report water use for all offices and implement an action plan for reducing water use	Environmental policy communicated to all suppliers	SHEQ critical vendor management updated to include business probity questionnaire	At least 10% of management hired from the local community in every location	60% of business is repeat business	Update formal governance training for group board members	Deliver £25 million pro forma EBITDA for the first time	Invest up to £2 million to complete Office 365 rollout and training	Training about anticorruption policies and procedures for all staff
2021	Driver training available for all business drivers. Training is available and communicated to all UK staff	100% of offices have well-being champion*	Roll out SHEQ MS to Office 365 SharePoint	100% of workers receiving health and safety training*	Facilitation of homeworking for over 75% of office-based workers during the COVID-19 pandemic	Introduction of online training to accommodate homeworking	Extension of share offer programme to staff	100% of team leaders trained in human rights training*	NEW: Published 'homeschooling packs' to support parents during COVID-19 lockdowns	Charge points for electric vehicles at largest RSK offices in UK and Europe*	NEW: Sign up to carbon reduction initiatives	Report water use for all offices and implement an action plan for water use reduction*	NEW: Set up working group to innovate across value chain	60% of approved suppliers to have an environmental policy*	50 apprentices employed across the company*	90% of invoices paid within agreed terms (clients and suppliers)*	NEW: Review of compliance policies and procedures and further develop group board's governance training	Despite COVID-19 pandemic, deliver £30 million pro forma EBITDA for the first time	Invest £20 million in international growth*	Update audit protocol for corporate compliance issues*
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 whistleblowing procedure	NEW: Formalise 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 top clients on circular economy opportunities and greenhouse gas emissions reduction	NEW: Support our top suppliers to identify circular economy opportunities and greenhouse gas emissions reduction	Update procurement policy to facilitate local procurement	70% of 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-on-boarded within 12 months	120 environmental improvement opportunities identified from the aspects and impacts programme with 50% being actioned	Speak about inclusivity at RSK's 'Doing the right thing' conference	NEW: Integrate 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 RSK values	NEW: Implement practical engagement activities identified in FY2022	NEW: Engage with academic institutions to bring cutting-edge technology to RSK clients	NEW: Share practical examples of how RSK has reduced its carbon footprint	NEW: Launch implementation of a plan for enhancing the fuel efficiency of the RSK fleet	NEW: Organise 'Doing the right thing' workshops to share climate and circular economy solutions	Suppliers to be invited to 'Doing the right thing' conference and to participate in workshops	AMENDED: Examples of social value excellence during the 'Doing the right thing' conference	Clients to be invited to 'Doing the right thing' conference and to participate in workshops	NEW: Review of stakeholder engagement initiatives	AMENDED: Deliver £75 million pro forma EBITDA for the first time	AMENDED: Invest £25 million in 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	Global Reporting Initiative (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 businesses
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 science-based targets (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

*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

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