



Sustainability Report

2020



We pay tribute to His Majesty Sultan Haitham. He took the helm at a time of extraordinary global and regional disruption. He has taken courageous action to sustain and reform the economy in the teeth of these unprecedented challenges; implemented structural changes; and ensured confidence, optimism and foresight with Vision 2040. We thank His Majesty and assure him of our enduring support.

Samir J. Fancy
Chairman



His Majesty Sultan Haitham bin Tarik



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Contents

	About this report	04
	Message from our CEO	06
	Key performance highlights of 2020	08
	Our organisation at a glance	10
	Our sustainability strategy	24
	Focus: Surviving the COVID-19 crisis	34
	Growing efficiently: Sustaining our business	40
	Operating safely: Ensuring the highest standards of health and safety	64
	Delivering locally: Enhancing In-Country Value (ICV)	80
	Planning green: Reducing our environmental impact	90
	Appendix	102



About this report



It is our pleasure to present the tenth annual Sustainability Report (referred to as the 'Report') of Renaissance Services SAOG (referred to as the 'Company' or 'Organisation'). The Report, when read in conjunction with our Annual Report (available at www.renaissanceservices.com), recaps our most important activities, performance and results for the calendar year from January 1st, 2020 to December 31st, 2020.

We have adopted the GRI Standards for the development of the Sustainability Report. Unless otherwise mentioned, the data and information presented in this Report cover Renaissance's operations in Oman and United Arab Emirates (UAE). For further information regarding the reporting boundaries of material topics, please refer to page 32.

This report has been prepared in accordance with the GRI Standards: Core option. In this Report, we focus on disclosures on sustainability topics that were identified to be material to the sector and our stakeholders. A detailed Content Index table on page 109 in the Appendix outlines the GRI disclosures made for 2020.

The prioritisation and validation of the material topics are carried out by applying the materiality principle, which assesses the relative influence of a sustainability topic on the decisions of the stakeholders (internal and external), as well as the significant impact of the topic on the larger environment, economy, and society (EES).

For 2020, we conducted the materiality assessment exercise with our internal stakeholders. Also, since it was not possible for us to conduct an extensive engagement with external stakeholders, the internal stakeholders played the role of the different external stakeholder groups and simulated their responses as well. For further details regarding the materiality assessment exercise, please refer to pages 105 - 107.

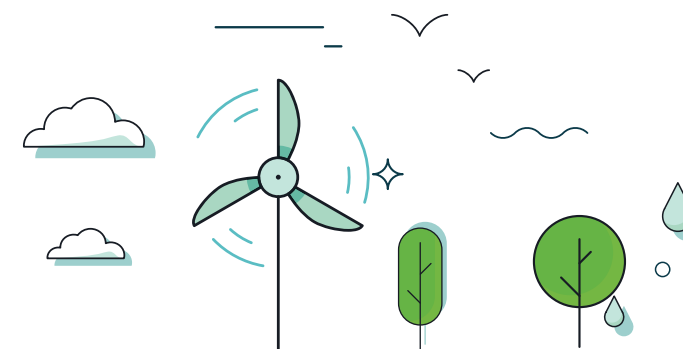


As a reporting practice, we have strictly adhered to the principles for 'quality' as per GRI standards in our 2020 report as well. We identified specific data owners who provided and signed off on the data representing the material key performance indicators (KPIs) to ensure data consistency and accuracy. We have self-validated the information to ensure that the reported data is accurate and authentic. For example, our financial data, which is represented in our sustainability report, like every year, has been externally audited. To ensure the comparability of data, our performance over 2020 has been compared with our performances over the past two reporting cycles.

This report also highlights the update on the key initiatives that were identified across our Sustainability Ethos as part of a five-year roadmap. Please refer to pages 28 - 30 to read more about the progress we have made with respect to the roadmap.

With strategic priorities identified and display of resilience in several areas of operation, through this Report, we establish how 2020 marked a significant phase in our business and our commitment towards sustainable value creation. Case studies have been used to elucidate specific initiatives adopted by Renaissance in 2020.

For any queries and comments on the content of the Report, please write to Mr. Saikat Bhattacharya, Director - Strategy, Renaissance Services, at enquiry@tiscooman.com.





Message from our CEO

With the global impact of the COVID-19 pandemic taking centre stage for most of the year, our world saw unprecedented social and economic disruptions in 2020. However, by converting the challenges and restrictions into opportunities for innovation and leadership, Renaissance has managed to sustain high levels of service quality while ensuring customer safety and satisfaction.

Our conduct during these turbulent times has reaffirmed our commitment to our core values. In the global fight against the pandemic, our employees stood shoulder to shoulder with other frontline workers serving the public as part of the collaborative 'In Service of the Nation' programme.

Our approach towards supply chain management ensured no disruptions in our services. In addition, we continued to build smart and innovative solutions to the challenges posed due to COVID-19 restrictions. The introduction of the 'Enablers' programme to foster and fast track innovation was one such initiative to ensure that ideas with potential were translated into practical

solutions that further improved our service delivery.

With the pandemic changing global methods of business conduct, safety continued to be our priority. We also prepared to operate in the 'new normal' by developing protocols for our employees to ensure their safety and well-being. In a collaborative and strategic effort, our business resilience team swung into action by developing and effectively communicating the protocols and ensuring that they were put into practice by our employees and customers across all our operating locations.

Digitalisation and automation initiatives complemented our efforts in delivering greater operational efficiency, despite the disruptions emerging from COVID-19. With such coordinated efforts, we generated steady growth while also providing significant new opportunities to innovate further.

Ensuring the safety of both customers and employees was the core of our 'Back to Work' protocol. As it is

with every year, in 2020 we placed additional focus on customer and employee well-being. We overcame the challenges of creating a contactless environment through our upgraded safety protocols.

Irrespective of external factors, we have always worked towards ensuring consistent growth, and I am happy to report that we have made steady progress with the expansion plans at our flagship facility of RSVD.

Through the pandemic, Renaissance has held steadfast to its commitment towards a sustainable future. We are hopeful that the end of COVID-19 is close, but I am equally confident that our determination, strength and uniformity of purpose to achieve excellence will see us weather all storms and our growth story expand further in the coming years.

Stephen R. Thomas
CEO



**Supply Chain
Management**



**Innovative
Solutions**



**'Enablers'
Initiative**



**Safety, a key
priority**



**Digitalisation &
Automation**





Key performance highlights of 2020

OMR **95,956,000**
in economic value distributed



OMR **9,575,000**
in economic value retained



Over **8,600**
employees in Oman and UAE



Over **25**
nationalities represented



Female employees made up
15% of our total workforce



Delivered **23.5** hours of training
on average to all employees



Achieved **zero**
LTIs in 2020



Achieved **70 million**
LTI-free work hours since 2017



Recorded **2,451 STOP** cards



More than **4,500** employees
completed over **15,300** hours of
internal training on various HSE topics



Delivered **93,027** Toolbox Talk hours
and **101,305** hours of Instructional/
OJT training



Growing Efficiently

Delivering Locally

Operating Safely

Planning Green

58% contribution
to ICV in Oman



30% of senior managers hired
from the local community in Oman



RO **12,882** invested in
external training of Omanis



Procured **63%** of the total
value of goods and services from
local suppliers in Oman



Renaissance Oman certified
with ISO **45001** Occupational
Health and Safety Management
System Certification



Recycled **35.68 MT**
of used cooking oil





Our organisation at a glance

Renaissance Services SAOG is an Omani company, headquartered in Muscat and listed on the Muscat Stock Exchange (MSX).

Renaissance is a leading international facilities management (FM) and service solutions provider and one of the largest private companies in the Sultanate of Oman.

Being one of the first family-owned companies in Oman to seek a public listing in 1996, we have been listed on the MSX ever since.



Our competence



Renaissance specialises in Integrated Facilities Management (IFM); Soft FM; Hard FM; and Accommodation Solutions.

Soft Services include catering, cleaning, laundry, recreation and related life support services.

Hard Services include facilities operations and maintenance including HVAC, M&E, STP operations, civils and related maintenance services.

Accommodation Solutions come under the Renaissance Village brand – a design, build, own, operate solution for raising standards of lifestyle and welfare for workforces, at a competitive cost through economies of scale.

We focus our efforts on providing cost-effective services that meet international standards. We provide

innovative and sustainable solutions that unlock human capital, optimise asset utilisation and drive economic well-being that translates into superior returns.

The company has a proven track record for project concept, design, execution and long-term operation. In addition, we also provide services in the waste management sector (for which the operations began in 2019).

Markets served



At Renaissance, we offer support services primarily to the oil and gas industry and have been renowned for our strong commitment to safety, operational excellence, and dedication to customer satisfaction.

We service a prestigious clientele across a multitude of sectors like healthcare, education, defence, utilities, real estate management and other government-led sectors, in addition to clients in the energy value chain.

Value creation for our stakeholders



Addressing business continuity matters and creating long-term value for our stakeholders is the cornerstone for the sustenance of our strong and resilient relationships with them. With growing uncertainty in the global energy market, we have been evaluating different prospects to diversify our business and make it more resilient and sustainable. To enhance economic sustainability, our businesses are undergoing strategic transitions and in 2020 we have re-examined our sustainability strategy, made strategic divestments wherever necessary and significant investments in new business wherever we saw an opportunity.

Key highlights in 2020

Revenue of RO 105,531,000 generated

Net promoter score of 94

Operation scale

100+ sites served across Oman

Managing 1.2 million m² of real estate worth RO 770 million

42 million meals served

Over 6.8 million bed-nights provided

70 million LTI free man-hours since 2017

Our Vision

To be the best services solutions company

Measured by benchmarking with: Global best practices; Competition in the markets where we operate; Best in Industry Net Promoter Score

Our service offerings



Soft and Hard FM

- Soft and Hard FM solutions as per specific client needs, including
- Catering
 - Cleaning
 - Laundry
 - Waste management
 - Accommodation services
 - Cafeteria
 - Front desk maintenance



Renaissance Villages

- Fully serviced living facilities for contractors and labour workforce, providing
- Catering
 - Cleaning
 - Recreation
 - Medical
 - Other services



IFM

- Estate management solutions building on our expertise in facilities services
- Comprehensive turnkey solutions delivered in-house at higher standards and lower costs



Environmental Solutions

- Municipal solid waste (MSW) collection
- Waste yard/Staging point management
- Road cleaning; beach cleaning; pest control

A few of our valued clients







The infographic consists of five circular nodes arranged in a grid. Each node contains a large number, a title, a description, and an icon. The nodes are: 1. Safety (Health, safety, and environment (HSE), no harm to people, no harm to the environment, shield icon), 2. Service (Customers really do come first, standards, quality, unique solutions, gear icon), 3. Integrity (Governance, honesty, ethics, handshake icon), 4. Efficiency (Best in class competitiveness with world-class competition, performance, gear icon), 5. Caring (Nurturing our people, family culture, helping communities, hands holding people icon). To the right of the grid, there is a section titled 'In addition, we also focus on our 'Core Value' programmes:' followed by three items: Sustainability, In-Country Value (ICV), and Corporate Social Responsibility, each preceded by a right-pointing arrow.

1 Safety
Health, safety, and environment (HSE), no harm to people, no harm to the environment

2 Service
Customers really do come first, standards, quality, unique solutions

3 Integrity
Governance, honesty, ethics

4 Efficiency
Best in class competitiveness with world-class competition, performance

5 Caring
Nurturing our people, family culture, helping communities

In addition, we also focus on our 'Core Value' programmes:

- Sustainability
- In-Country Value (ICV)
- Corporate Social Responsibility

- Sustainability
- In-Country Value (ICV)
- Corporate Social Responsibility (CSR)

Corporate Governance



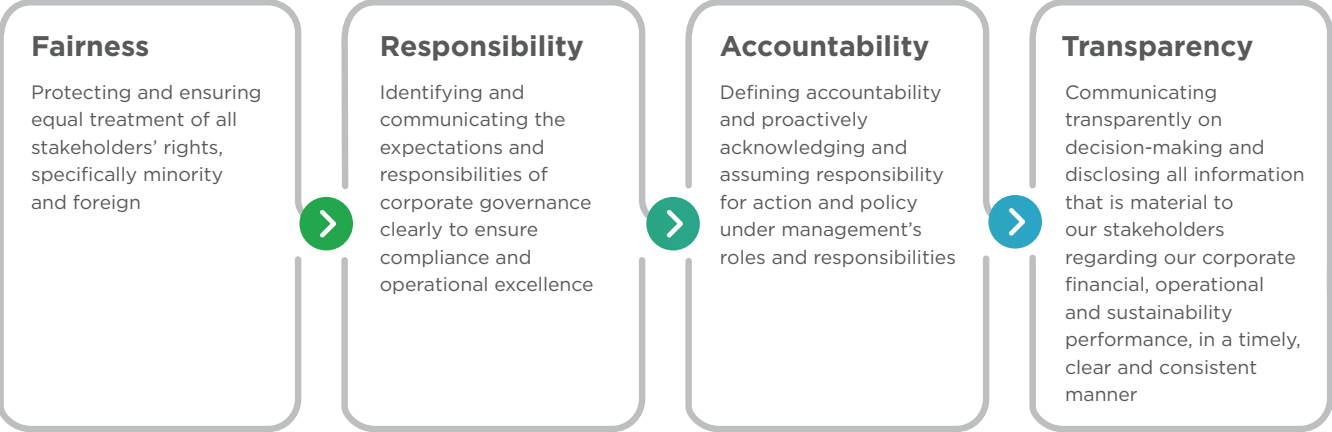
At Renaissance Services SAOG, we place paramount importance on the governing pillars of transparency, disclosure, financial controls and accountability, which are characteristics of a good system of corporate governance.

We believe that good governance can be achieved only by targeting operational performance levels that go beyond straightforward compliance with regulations

while securing the interests of our stakeholders and growing long-term value for shareholders.

Renaissance adopts best corporate governance practices aimed at achieving high levels of transparency, accountability and business propriety. Renaissance Services SAOG is aligned with the Oman Code of Corporate Governance for public listed companies issued by the Capital Market Authority (CMA).

Our approach to good corporate governance



Conducting business with ethics



Our COBC offers guidance for dealing professionally with business partners, customers, employees, and society in general. Our employees are expected to demonstrate an understanding of the standards, procedures, and rules that comprise the COBC as part of their daily activities.

We are committed to operating in an ethical, honest and accountable manner with zero tolerance towards bribery and corruption. Our employees are required to comply with our policies on the code of corporate governance, anti-bribery, conflict of interest, whistle blowing, and anti-fraud. We

communicate these policies and procedures as part of our employee induction programmes. In addition, we also require our suppliers and business partners to follow our code of conduct.

In 2020, there were no grievances related to violation of the Code of Conduct reported within Renaissance.

Board of Directors

The Board and the management of Renaissance Services SAOG are responsible and accountable for our fiduciary duties. They monitor the corporate's performance against strategies and business plans and ensure that best corporate governance practices are put in place.

Although we do not have any formal board-level committee to manage our sustainability-related topics, the Board of Directors has entrusted the responsibility for sustainability-related activities to the CEO of Renaissance, who, with his executive management, is responsible for the supervision and implementation of sustainability within the organisation.

The Board of Directors receives regular updates on various aspects of our sustainability performance through Monthly Management Reports (MMR) as well as quarterly and annual Board meetings. The Board approves our CSR budgets.

The Board of Directors at Renaissance meets six times a year and consists of seven members: the Chairman, the Deputy Chairman and five Non-Executive Directors, one of whom is independent. The Board of Directors is supported by the Audit and Internal Controls Committee and the Nomination and Remuneration Committee. Detailed information on governance at Renaissance can be found in the Renaissance Annual Report 2020.



Samir J Fancy
Chairman



Ali Hassan Sulaiman Al Lawati
Deputy Chairman



HH Sayyid Tarik bin Shabib Al Said
Director



Manish Doshi
Director



Michael Brown
Director



Sunder George
Director



Hamad Mohammad Al Wahaibi
Director

Board of Directors at Renaissance Village Duqm (RSVD)

A separate Board governs RSVD



- >

HH Sayyid Tarik bin Shabib bin Taimur, Chairman
- >

Sulaiman Mohamed Al Yahyai, Deputy Chairman
- >

Samir J Fancy, Director
- >

Ali Hassan Sulaiman, Director
- >

Ahmed Abdullah Al Khonji, Director
- >

Sameena Hasan Nagarwala, Director
- >

Adil Bahwan, Director

Adherence to international standards and conventions

Ensuring compliance with all applicable international and local regulations is fundamental to our licence to operate. Renaissance aspires to go beyond the compliance requirements when carrying out our daily operations, specifically from a quality, health, safety, and environment (QHSE) perspective.

In this regard, we strive to ensure quality in every aspect of our business operations and comply with international standards and best practices.

We conduct regular internal audits and carry out process improvements to ensure compliance within our organisation. The audit findings, including all non-conformities, are discussed with the senior management and the operations teams every month.

In 2020, we conducted a total of 45 internal and 36 external QHSE audits.

Demonstrate operational excellence as per world-class standards

We constantly aim to build internationally certified processes into our business operations. In addition, this has become a key obligation to be fulfilled for various contractual requirements.

For this purpose, many of our central operations are certified by international accredited agencies such

as the International Organisation for Standardisation (ISO) and Hazard Analysis Critical Control Point (HACCP) certification, amongst others.

Compliance with relevant standards and conventions (including industry associations)



- HACCP¹
- HSE Management System compliant with Oman Society for Petroleum Services (OPAL)
- International Facilities Management Association (IFMA)
- Highfield Awarding Body for Compliance Accreditation (HABC Approved Centre)
- Chartered Institute of Environmental Health (CIEH)



Quality Management System (QMS)



Environmental Management System (EMS)



Food Safety Management System (FSMS)



Occupational Health and Safety Management System implementation



Information Security Management System (ISMS)

¹ HACCP certificate particular to Central stores is under renewal

Risk management



Effective risk management practices at Renaissance play an important role in ensuring that we can meet our corporate objectives with the least possible number of losses and challenges.

Renaissance employs a risk-based management approach for its operations and the supply chain. The company adheres to a preventative approach to continuous improvements in risk management through various audits (internal and external) and inspections.

Renaissance approved a Risk Management Plan and Policy in 2017. This plan looks at our financial and capital market-linked risks. Further, we identify and monitor political, economic, social, technological, environmental and legal risks that are relevant to our organisation and our business operations.

In 2020, Renaissance had no incidents of non-compliance with local laws and regulations or compliance-related fines in the economic and social facets of our business operations, as a result of our internal processes and control mechanisms.





Our sustainability strategy

Sustainability is a key element of our corporate culture and as an entity in the services sector, Renaissance Group continues to create value for stakeholders while operating responsibly. We are committed to playing an active role in contributing to the sustainable development of Oman and its national developmental priorities (Vision 2040) as well as adding to the country's contribution towards the United Nations (UN) Sustainable Development Goals (SDGs).









We are driven by our values, which enables our organisation to consider environmental, social and governance (ESG) related topics in all activities. As a result, we have been proactive in monitoring our significant sustainability impacts and have adopted various initiatives to mitigate our ESG risks, thereby

ensuring value creation for all our stakeholders.

As a service provider predominantly in the oil and gas sector, our sustainability risks and impacts are quite different from those of our clients. We adopt leading practices and procedures to enhance our positive impacts along the value chain. We continue to remain compliant with the stringent requirements of our clients and have adopted internal practices, which allow us to perform responsibly within all our locations of operation.

We remain committed to creating long-term value and making a positive impact in Oman through our Sustainability Ethos. Therefore, our approach to sustainability remains aligned to the four pillars of our Ethos - Efficient, Safe, Local and Green.



	Ethos Pillar	What does this mean to us?	Why is this important to us?	Alignment with SDGs	Alignment with national priorities as per Oman Vision 2040
Growing Efficiently		<p>Growing and working efficiently</p> <p>Our strategic priority is to grow our market presence and diversify our services, basing our decisions on principles of transparency and good governance, while focusing on cost efficiency and operational excellence.</p> <p>We strive to become more efficient within the organisation by adopting tools and processes to enhance productivity as well as by investing in our employees</p>	<ul style="list-style-type: none"> Continually improve the quality and effectiveness of our services Create value through the diversification of our services Invest in our employees to enhance their direct and indirect impacts 		<ul style="list-style-type: none"> Economic diversification and fiscal sustainability Education, learning, scientific research and national capabilities Economic leadership and management Labour market and employment The private sector, investment, and international cooperation
Operating safely		<p>No harm to our people and customers</p> <p>We pride ourselves in following international best practices in health and safety within our operations</p>	<ul style="list-style-type: none"> Care for the safety of our employees, customers and the communities we work in Ensure employee satisfaction and morale Meet client expectations and enhance customer satisfaction Safeguard compliance with customer and regulatory requirements 		<ul style="list-style-type: none"> Health Development of governorates and sustainable cities Well-being and social protection
Delivering locally		<p>Enhancing our ICV</p> <p>We work closely with the local communities in all our operating locations and are serious about creating lasting value through positive impacts in the communities we serve</p>	<ul style="list-style-type: none"> Contribute to national development by encouraging entrepreneurs, promoting skills and offering employment opportunities in the communities where we operate 		<ul style="list-style-type: none"> Citizenship, identity and national heritage, culture Environment and natural resources Education, learning, scientific research and national capabilities
Planning green		<p>Managing and reducing our environmental impact</p> <p>We see environmental stewardship as an opportunity rather than an act of compliance and strive to reduce our environmental impact.</p> <p>We also seek to work closely with our customers as well as other like-minded partners to create more environmental awareness</p>	<ul style="list-style-type: none"> Ensure compliance, create avenues for cost reduction and enhance our contribution towards environmental stewardship 		<ul style="list-style-type: none"> Environment and natural resources

As we continue to mature on our sustainability journey, we aspire to improve our sustainability management systems for better alignment with international expectations and benchmarks. Therefore, we have planned to implement initiatives to improve the governance, monitoring and reporting on sustainability topics within the organisation.

Subsequently, each year we adopt goals under our Sustainability Ethos, to drive sustainability further within the organisation. In

2018, Renaissance revisited the initiatives and goals adopted under each pillar of our Ethos and created a five-year roadmap to guide us on our sustainability journey.

Further details and updates on the ongoing initiatives under each pillar of our Ethos, are provided in the following sections.

Our sustainability initiatives and five-year implementation roadmap

To transition into the next stage of our sustainability journey, we identified 22 initiatives aligned to eight areas of impact for Renaissance, based on a five-year roadmap developed for the period 2019 – 2023.



These initiatives allow us to create more awareness on sustainability topics; manage existing as well as potential ESG-related risks and opportunities; assess and disclose the impacts of our organisation more effectively. We strive to demonstrate leadership in sustainability among our peers and play an active role in contributing to the sustainable development of Oman.

Status update on the 2020 initiatives



Adopt a sustainability policy with commitments on management and reporting on material sustainability topics:

In alignment with our commitment to sustainability and our ongoing commitment to manage and report on sustainability topics, Renaissance publishes an annual Sustainability Report in accordance with the well-known global sustainability standards and frameworks, especially the GRI Reporting Framework. The details about the materiality assessment can be found on pages 105 - 107.

Create a platform for staff to suggest ideas to improve internal processes – Idea Management System:

In line with our objective of creating a dedicated platform for our internal stakeholders and to improve internal processes, in 2020 we introduced the ‘Enablers’ initiative, which focuses on fostering innovations for cost optimisation, enhancing efficiency and improving overall sustainability. A dedicated ideation platform has been developed to facilitate idea sharing and management. For a detailed description of the ‘Enablers’ initiative, please refer to page 43.



Evaluate the use of renewable energy technologies:

We recognise the potential that renewable energy technologies offer, in terms of lowering our overall carbon footprint. In the coming years, we seek to adopt these technologies and expect them to form a crucial part of our long-term objective of achieving a low carbon future.

Develop and implement a waste management strategy, with a specific focus on food waste:

Renaissance is cognizant of its waste generation and has a proactive approach towards waste management across all its operational sites. We have dedicated initiatives on the management of food waste, including hazardous food waste generated such as used cooking oil. Additionally, by measuring emissions of our food waste, we are deeply committed to minimising food waste. For further details on our waste management measures, please refer to pages 96 and 97 on food waste management and page 94 on emissions relating to food waste in 2020.



Evaluate opportunities to create a multi-stakeholder platform on SDG awareness in Oman:

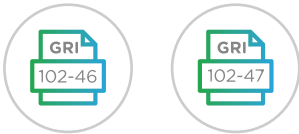
As a responsible business in the region, Renaissance is aware of the importance of contributing to the global UN SDGs, by contributing to the sustainable development of Oman. While we are contemplating the development of a platform for a diverse set of stakeholders to increase the SDG awareness, we have also actively aligned our activities and included the tenets of the UN SDGs in all our operations.

The below illustration outlines the sustainability initiatives planned to be implemented for the period 2021 - 2023.



Going forward we will continue to actively monitor the progress of our planned initiatives as per the road map, and we intend to report the status of activities under each of these initiatives in our future Sustainability Reports.

Identifying our material sustainability topics



Over the past years, we have identified the material sustainability topics that have significant impact on the EES and influence our stakeholder decisions, through materiality assessment workshops held at Renaissance. In 2020, we conducted the materiality assessment exercise with our internal stakeholders. In addition, we also engaged with the senior management to confirm and validate the material sustainability topics. This further substantiates the outcome of this exercise and enables us to capture the most relevant changes to our materiality matrix.

The following table summarises our material topics and their reporting boundaries. These are discussed in

more detail throughout the Report, where we provide information on how our organisation manages these sustainability considerations (including the KPIs that we monitor under each topic).

In addition to the material topics, we have also identified other relevant sustainability topics for Renaissance and have disclosed our management approach, wherever available. More information on our approach to stakeholder engagement and materiality assessment can be found on pages 102 - 107.



Material topics for 2020



Material topics for 2020	GRI Standard	GRI Topic-specific disclosures	Boundary within Renaissance*	Potential boundary outside Renaissance	Related Sustainability Ethos
Economic performance	Economic performance (GRI 2016)	GRI 201-1	Renaissance Services SAOG	Shareholders, government and regulators	Efficient
Customer satisfaction	Non-GRI	Non-GRI Disclosure	Renaissance Villages	Shareholders, clients, suppliers	Efficient
Innovation & technology	Non-GRI	Non-GRI Disclosure	Renaissance operations (Oman)	Clients, employees, suppliers, local communities	Efficient
Emergency preparedness	Non-GRI	Non-GRI Disclosure	Renaissance operations (Oman)	Shareholder, clients, employees, suppliers	Safe
Occupational health and safety	Occupational health and safety (GRI 2018)	GRI 403-9	Renaissance operations (Oman)	Employees, clients, suppliers, shareholders, regulators and industrial peers	Safe
Customer health and safety	Customer health and safety (GRI 2016)	GRI 416 -2	Renaissance operations (Oman)	Clients, shareholders and industrial peers	Safe
Local procurement	Procurement practices (GRI 2016)	GRI 204-1	Renaissance (Oman)	Regulators, suppliers and local communities	Local
Local hiring	Market presence (GRI 2016)	GRI 202-2	Renaissance (Oman)	Local communities, clients and regulators	Local
Water	Water (GRI 2018)	GRI 303-5	Renaissance operations (Oman)	Regulators, shareholders, clients and local communities	Green
		CRE 2	Renaissance Villages		
Waste	Waste (GRI 2020)	GRI 306-3	Renaissance operations (Oman)	Regulators, shareholders, clients and local communities	Green

* Renaissance (Oman) - Our head office and all our operational sites in Oman.

* Renaissance operations (Oman) - All our operational sites in Oman.

* Renaissance (Oman and UAE) - Our head office, all our operational sites in Oman and our operations in the UAE.

* Renaissance Villages - Six Permanent Accommodation for Contractors at PDO sites in Oman, excluding RSVD.





Focus

Surviving the COVID-19 crisis

Resilience is critical to an organisation's ability to sustain its operations and core functions without disruptions due to unexpected events like the COVID-19 outbreak. With a strong risk management system in place, Renaissance has always been mindful of the

potential threats to sustainable operations and has been equipped to handle unexpected disruptions and ensure business continuity. The following case studies depict some of the initiatives undertaken as first responses to the pandemic:



Case study

Business Continuity in the face of COVID-19 restrictions

To combat an unprecedented situation like the outbreak of the COVID-19 pandemic, we initiated a more focused approach in the form of the Business Resilience Plan in March 2020. The plan was initiated, managed, and implemented by a dedicated in-house committee comprising of the Leadership team along with select members of operations and HSE. The committee met every day without a break for the first eight months of the pandemic, including holidays and weekends and ensured that the plan was executed with meticulous perfection.

Our 7-Point Plan to tackle COVID-19 included:

- Taking measures to keep our customers and people safe from harm
- Sustaining our essential services to keep the health services, national projects and key areas of the economy operational
- Providing help and resources to the government in the fight against the virus: 'In Service of the Nation'
- Sustaining and innovating our supply chain
- Implementing government and client guidelines and developing our own best practices
- Communicating with our customers, employees and other stakeholders
- Absorbing the economic impact to protect our shareholders from losses and keeping the company profitable.



Renaissance was thus able to absorb the market shocks and unintended consequences arising out of the COVID-19 crisis. The company's response to these challenges has also attracted widespread appreciation from customers and authorities.

Case study

A structured response to COVID-19 from the Human Resource perspective

Renaissance was able to respond to the COVID-19 challenge proactively by developing and executing a structured response plan, driven by our core values and the leadership taking a hands-on approach. As the pandemic was spreading, it was important for the organisation to put in place the best practices for COVID tracking and tracing, thereby minimising the spread of the virus. As a first step towards understanding the pandemic and its impacts, key members of the leadership team undertook special courses from internationally reputed medical universities such as John Hopkins Medical University to understand the control measures.

Based on the inputs given by the leadership team and adapting the guidelines from the Supreme Committee of the Government of Oman, our

dedicated team quickly adopted a practical approach comprising of best international protocols with respect to contact tracing and isolation to control the spread of the virus in all our locations. As a result of our well-coordinated efforts, we were able to contain the spread of the virus to a very large extent. As of 31st December 2020, out of a total of 8,600 employees across the organisation, we had only three active cases.

The stellar work by our frontline employees, many of whom were deployed in the COVID-19 wards of Ministry of Health (MOH) hospitals was remarkable. We are very grateful to the MOH for their video thanking all the frontline employees who supported them in this battle against the virus.



Further case studies on our initiatives, in response to the prevailing COVID-19 pandemic can be found on pages 50, 57 and 69 respectively.

Spotlight

Update on the expansion of RSVD

The development of our flagship project, RSVD - a permanent accommodation for contractors (PAC) at SEZAD, is our single largest investment to date with an outlay of over RO 75 million. The project helps us drive sustainable growth in Oman by meeting the needs of nearby businesses and projects in Duqm, supporting Oman's long-term economic vision and ensuring significant ICV creation.

Through economies of scale, we have created a solution to provide for 16,000+ workforce with

safe, affordable and diverse accommodation with world-class amenities. RSVD applies global best practices, compliant with UN's International Labour Organization (ILO) standards that ensure healthy ratios of sleeping space and hygienic ablution facilities, along with good meals and recreation facilities that provide dignity and lifestyle that meets global minimum expectations for worker welfare.

For further details please visit: www.duqmvillage.com

RSVD features



Higher accommodation standards at lower costs through economies of scale



World-class facilities for all categories of employees



Indoor and outdoor recreational facilities



Leading standards in service quality



Key highlights



Way forward - RSVD plans expansion

Given the ongoing high occupancy rate, RSVD is set to enter the next phase of expansion following a unanimous decision by the Board of Renaissance Duqm Holding SAOC, to increase the capacity from the current 18,655 beds to 24,895 beds, with additional central facilities.

In addition, four further expansion phases shall follow as the envisaged sustainable demand increases.

The proposed increase in the capacity of RSVD is warranted by the increasing activity levels at Duqm. The village has come to symbolise Oman's collaborative efforts to assure the living conditions of its labour force, which are in line with the standards set by SEZAD and Ministry of Manpower, and aligned with ILO.





Growing efficiently: Sustaining our business

Ethos Pillar: Efficient

Material topics	<ul style="list-style-type: none">• Economic performance• Customer satisfaction• Innovation and Technology	Alignment with UN SDGs    	Alignment with national priorities as per Oman vision 2040 <ul style="list-style-type: none">• Economic diversification and fiscal sustainability• Education, learning, scientific research and national capabilities• Economic leadership and management
Other topics covered	<ul style="list-style-type: none">• Employment• Learning and development• Diversity and equal opportunity		<ul style="list-style-type: none">• Labour market and employment• The private sector, investment, and international cooperation

Sustained resilience for efficient growth

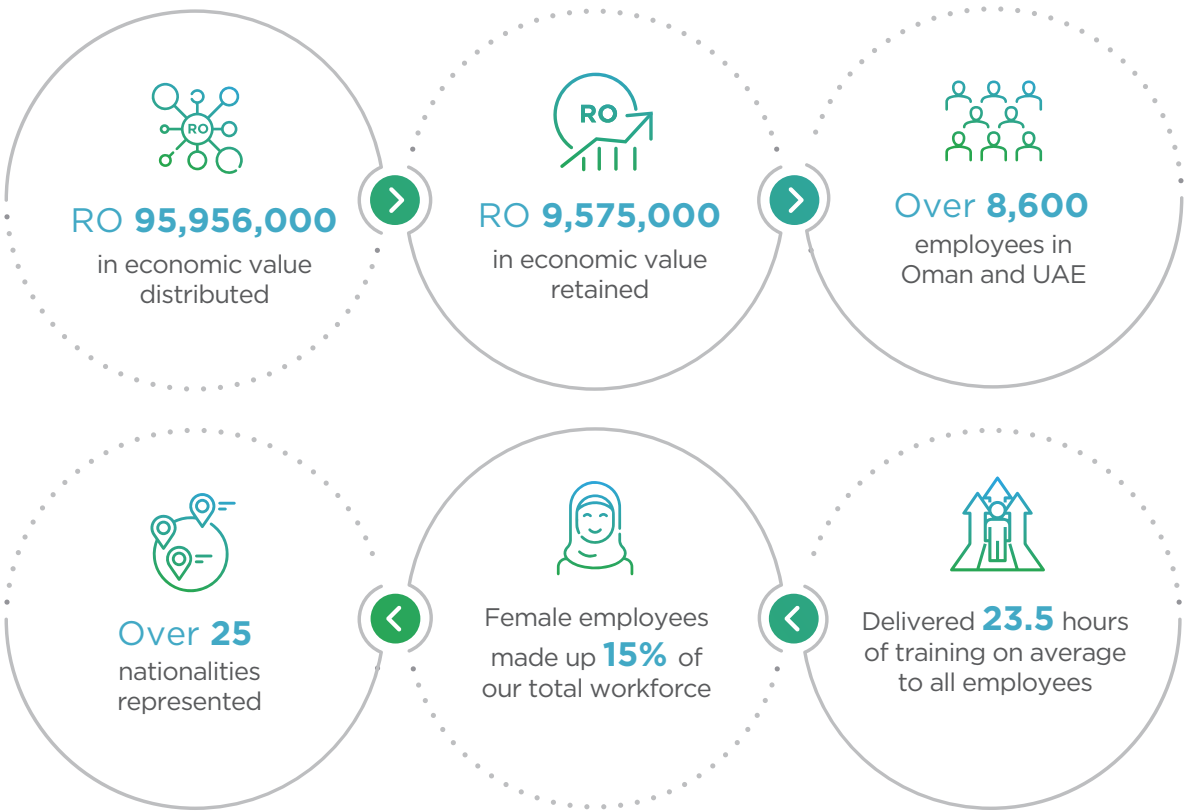
Efficiency is the cornerstone of our business and is a key target we strive towards. As we continue to grow by exploring opportunities to diversify our business; offer new services, and enter new markets, we are also consistently looking at different opportunities to enhance our operational efficiency, while keeping costs at a minimum. As we expand our workforce to cater to our clients better, we also continuously strive to safeguard and grow the skillsets of our employees.

The year 2020 was marred with restrictions posed due to the outbreak of the COVID-19 pandemic. Keeping in mind the lessons learnt in COVID-19, Renaissance moves into 2021 with a clear strategy on growth, resilience and diversification in segments and services, whilst remaining focused on our core IFM business. This underpins our journey towards sustainability.

This section of our Report elucidates our performance and initiatives implemented in 2020 while giving an update on the status of our operations, as we aim to establish leadership under the 'Efficient' pillar of our Sustainability Ethos.



Highlights of 2020



Resilience in our operations for efficient growth

At Renaissance, we are continuously seeking ways to improve our business resilience and operational performance.

The outbreak of COVID-19 in 2020 stress-tested our systems and operations. However, despite the challenges, we made strategic decisions to ensure business continuity without compromising the safety of all the stakeholders involved and implemented measures to become operationally more efficient.

In particular, we implemented digital tools wherever possible to improve the efficient utilisation of our resources and for the provision of our current services, apart from launching new digital-powered services in the market.

These initiatives have made our operations more resilient against future economic shocks and have already reflected positively in our financial performance in 2020.

Innovation as a key to efficient growth and resilience

At Renaissance, innovation is embedded into our ethos. Our focus is on continuous evolution by adopting the best-in-class technologies and leading the industry into the future, by optimising costs, resources and being solution-oriented to provide a better experience to our clients.

In 2020, initiatives advancing innovation at Renaissance such as the 'Enablers' programme focused on technology solutions for practical issues. For the exclusive purpose of this initiative, we had deployed an ideation platform, VIIMA, wherein ideas were documented, assessed and prioritised for feasibility and implementation. Through the programme, we invited proposals for a minimum of 100 innovative ideas/solutions for potential or existing problems to improve efficiency and/or optimise costs. Subsequently, 7% of the potential innovative ideas (that were identified) translated into practical

solutions. These solutions would undergo a rigorous development cycle where they would be designed, developed, tested and undergo pilot implementation.

Through our continuous focus on innovation, we gained valuable experience in many areas that are at the intersection of business and technology. These include knowledge of automation solutions that use robotics for cleaning; warehouse automation systems; solutions for waste, utility, energy and fleet management; and remote monitoring using IoT solutions for environmental management and control, amongst others. Our approach towards fostering a culture of innovation has been driven by the pursuit of excellence, ingenuity and use of data to improve our organisational capabilities to provide world-class services to our clients.



Spotlight

IT interventions to ensure sustained operations

With COVID-19 restrictions preventing physical congregation for collaborative and coordinated functioning, a strong Information Technology (IT) system is proving to be critical for business continuity. In 2020, Renaissance was able to leverage

its existing robust system to provide seamless connectivity thereby facilitating remote functioning for all employees especially stationed at the HQ in Muscat.



Case study

Cloud hosting for resilient data storage

As a proactive measure to secure our data, Renaissance invested in cloud-based disaster recovery systems. In 2020, we completed the cloud migration of data from ERP (Oracle) in association with Birla Soft, an Indian IT company. Furthermore, we have set up recovery centres at two global locations – Frankfurt in Germany and Los Angeles in the USA. The process, completed in April 2020, resulted in cost and time reductions of 15% and 99.6% respectively.

With data migration to the cloud completed, Renaissance ensured that an additional layer of security was added to cloud storage. While cloud data storage is resilient by nature, in the event of a cyber-attack, a backup storage system has also been put in place to mitigate the risk.



Case study

VPN for secured IT connectivity

In order to mitigate cyber risks and to ensure data integrity, we continued to assign paramount importance to network security. In 2020, we ensured that only a secure Virtual Private Network (VPN) (for intranet and internet services) was being used at all times by our employees, which was continuously monitored.

For Renaissance's C-Suite employees, we provided auxiliary support to ensure smooth operations. In addition to data-backup solutions based on VPN, advanced measures (such as an automatic remote data backup system) were put in place for members of the senior management.



Case study

Introduction of custom dashboards & IoT Sensors



In 2020, Renaissance developed and implemented a Power-BI based dashboard for the use of our Supply Chain and Procurement division to optimise our operational performance at all PAC sites. The dashboard, which involves the deployment of IoT sensors to track occupancy rates, electricity and water consumption, is managed through a digital platform. By enabling comparisons with historical data, this initiative was able to greatly help in improving occupancy rates and in reducing energy consumption.

Case study

Additional measures to improve IT security

- Furthermore, to ensure resilience, Renaissance tied up with an India-based organisation for remote monitoring and security operations control.
- We also engaged security consultants for testing and performing pre-emptive checks of the network to cover all fronts.



In addition to connectivity and data security, additional IT interventions were also strategically implemented to provide seamless connectivity.

Going forward, we will continue to adopt a data-driven approach to explore IoT-based solutions for achieving

high standards of operational excellence while reinforcing resilience and continuity in our business processes.

Our economic performance

Our economic activities have both direct and indirect impact on the developmental agendas of the locations that we operate in. This section focuses on our approach to economic growth and efficiency to meet our targets.

2020 was a year that tested the resilience of our systems and processes across all facets of the business, especially our economic performance. Despite the challenges due to the pandemic, we have achieved a relatively good economic performance. Although Renaissance recorded revenues of RO 105,531,000 compared to previous year revenues of RO 106,705,000 (for continued operations), our profitability (economic value retained) showed a significant increase of 29% when compared to our achievements in 2019. This is a testament to our resolve to persist with the client-led approach to our service delivery. The improvement in our economic performance can also be attributed to the efficient financial management and sustained operations of our flagship project RSVD.

We also maintain our operational presence in a significant proportion of the healthcare market

segment and also continue to service the country's large onshore oil and gas operators, both of which have enabled us to maintain a steady performance in the face of adversity.

Our business activities continued to focus on generating direct and indirect economic value, locally and regionally, through payments to national and expatriate employees, international and local suppliers (including SMEs), the government of the countries in which we operate (through taxes and tariffs), as well as voluntary contributions to the community.

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All values in '000 RO	Direct economic value generated - revenues	Economic value distributed					Economic value retained
		Operating costs	Employee wages and benefits	Payments to providers of capital	Payments to government	Voluntary contributions to community	
2020	105,531	52,263	39,085	4,548	16	44	9,575
2019	106,705	54,226	39,185	5,544	94	250	7,406
2018	99,672	53,939	36,283	5,981	(1,331) *	250	4,550

* The value of payments to the government (tax expense) in 2018 is the net of reversal of excess tax provisions of RO 1,715,000 in the Renaissance parent company.

For further details on our financial performance, please refer to our 2020 consolidated financial statements at www.renaissanceservices.com/investors. Despite the market conditions and persistence of the COVID-19 pandemic, we look forward to an improved future in the forthcoming years, sustained by a substantial contract backlog with steady developments on our flagship projects.

Commitment to satisfy customer expectations



As an organisation in the service industry, ensuring customer satisfaction is a key priority for our business. We have a significant market presence due to the strong ties that we maintain with our customers. Positive customer experiences therefore rest on our delivery of high-quality services, which is embedded within our corporate culture and subsequently helps us maintain a strong customer base.

To ensure that we continue to meet our customers' expectations, we seek regular feedback on the quality of our services through customer surveys, at six of our Renaissance Villages (PDO PACs).

The results of the customer feedback surveys are compiled and reported to our management on a quarterly basis. Owing to the curtailed operations and restrictions in place due to the COVID-19 outbreak, we were able to complete our customer satisfaction survey partially for six Renaissance Villages. In 2020, we received a total of 14,348 responses in the first quarter, with 2,391 responses on an average from each of the Renaissance Villages. We seek to improve our services to meet the evolving customer expectations in the coming years.



The Tawoos team has demonstrated great professionalism and resilience, taking on significant incremental activities to help us through these difficult times. You have helped us to establish the important segregation strategy and whilst doing this, have maintained excellent standards of care in the services you provide.

David Wall, Vice President Operations, BP Oman

It has been a wonderful effort to prevent the gathering in the dining hall by implementing the TAKE AWAY system in line with MOH & PDO guidelines. Great efforts have been taken behind the scene, to sustain such a remarkable effort to deliver a delicious menu on time.

Big thanks to the entire Renaissance Team.

Imran Khan, Mechanical Construction Engineer, Petroleum Development Oman

I am delighted with the quality of your cleaning team. They have worked incredibly hard and done an outstanding job.

Michael Chapman, Director, Al Sahwa School

The Qarn Alam camp is well maintained and follows the procedures with no issues on the system. Thanks to the management for following the best practices to deliver the service.

Mufeed Al Kalbani, Public Health Officer, Petroleum Development Oman

Compassionate and ethical leadership during the COVID crisis

The COVID-19 pandemic is undoubtedly one of the most disruptive crises the world has ever seen. It is during such times that, treating employees with care and fairness becomes the hallmark of an ethical organisation. Keeping this in view and recognising that there must not be a single employee affected by the crisis, Renaissance adopted a ‘people first’ approach, which is deeply embedded in the philosophy of the organisation, thereby prioritising our employees’ well-being.

In line with our core values of ‘Caring’ and ‘Fairness’, Renaissance takes pride in our exemplary ethical leadership by not laying off a single employee nor engaging in any salary cuts for any of the employees during the pandemic. By preserving jobs and by not resorting to salary cuts, we have managed to repay the immense faith reposed by our employees on the organisation in these challenging times. This reassured our employees that we are on this journey of fighting the pandemic ‘together’.

Case study

In Service of the Nation

The COVID-19 crisis is arguably one of the largest humanitarian crises of our times and has caused an upheaval of livelihoods and communities. During the outbreak of the pandemic in March 2020, Renaissance supported the national fight against COVID-19 through the ‘In service of the Nation’ programme.

As part of this collaborative effort with the Government of Oman, we swiftly mobilised resources and used our state-of-the-art kitchens to prepare nutritious and safe meals for 41 locations which included quarantine centres, outbreak and support centres in every governorate of the country, three times a day. These meals were specially prepared, packed and hand-delivered with utmost care to maintain the nutrition and hygiene standards. By the end of September 2020, Renaissance served over 380,000 meals with nearly 80% of meals being served from our kitchens at Royal Hospital, SQ Hospital Salalah and Central kitchen at Wadi Kabir.

Another critical aspect of combating the pandemic was to ensure the provision of sanitising services

and quarantine centres for the affected people. We created a temporary quarantine and outbreak annexe at Duqm, to support the government’s facilities.

Our efforts towards this programme received acclaim from all quarters of the society including the local communities, the government and the media.



Spotlight

HR transformation using SAP Success Factors

Implementation of HRMS system

At Renaissance, we aim to bring high levels of efficiency into our processes, reduce waiting time and man-hours spent on certain operations. Commenced in 2019, the implementation of a cutting-edge cloud-based solution, SAP Success Factors - Human Resource Management System is at the core of our HR transformation agenda and digitalisation of services.



The objective of the project is to facilitate a common platform for HR, Payroll and Learning Tools.

As part of its phased development, the completion of phase I of the project saw the ‘Employee Central’ and ‘Payroll’ modules being successfully implemented in July 2020. The two modules underwent a meticulous cycle of development and testing, while adopting a feedback-based approach for the overall improvement. Despite the outbreak of the COVID-19 pandemic, work on the testing and subsequent roll out was completed promptly.

The adoption of these modules has resulted in process optimisation, improved productivity and reduced processing times while ensuring the highest levels of compliance to our governance standards. To put it in context, under the earlier payroll management system, the processing time for the entire organisation ranged between 3-6 days per month with additional challenges of frequent downtimes. However, with the new automated payroll process with SAP Success Factors, the time to process the payroll for more than 8,600 employees has reduced to a mere 45 minutes per month.

SAP Mobile application

Another key feature of the transformation project is the SAP Mobile application. The user-friendly application incorporated the functions of leave management, pay slip generation, employee and manager self-service, and reporting dashboards resulting in driving a better analytical and process-driven approach to HR. The application will greatly improve the employee experience by providing real-time connectivity between the managers and the employees, while also offering mobile self-services. As of December 2020, the application has been downloaded by more than 2500 of our employees. We envisage that there will be 100% adoption by end of Q1, 2021.



In the pipeline

Following the successful implementation of ‘Employee Central’ and ‘Payroll’ modules, the phase two of the transformation project envisages implementation of other modules such as ‘Recruitment’, ‘On-Boarding’, ‘Learning’, ‘Performance Management & Goal Setting’, and ‘Succession Planning’. These modules are currently under various stages of the development cycle and will be completed in 2021.



Our employees – at the core of our resilient character

Renaissance prides itself on being resilient and ensuring high client satisfaction levels, irrespective of internal or external challenges. At the core of our resilient nature lie our employees. In addition to our robust operational systems and processes, our highly skilled and efficient workforce continues to determine our successful growth. During adverse times such as the COVID-19 outbreak, our clients recognise our employees as our competitive strength. We continue to attract and develop highly skilled employees capable of sustaining our business.

We take immense pride in having developed our internal talent by providing them with all the resources including training, coaching and mentoring to grow into larger and responsible roles within the organisation.



Abdullatif Abdul Majeed Al Hamadani

Employee Growth Story

With more than 26 years of experience with Renaissance, Abdullatif Abdul Majeed Al Hamadani has climbed the organisational ladder by excelling at diverse roles across several of our facilities. His earlier roles spanned across functions such as Catering, Housekeeping and HSE. In addition, he is also the recipient of a few awards from PDO. Currently, Abdullatif is the Resident Manager at RS Bahja.



Nirmal Nitaiy Saha

Employee Growth Story

Nirmal Nitaiy Saha joined the company as an entry-level cook and worked hard to gain valuable experience over the years, allowing him to excel in his job. With more than 24 years of experience with Renaissance, Nirmal is currently the Chef at Renaissance Village Duqm.



Yacoub Al Hiddabi

Employee Growth Story

Yacoub Al Hiddabi, who has been with Renaissance for over 32 years, joined the company in 1988 as a Public Relations Officer. In 2009, Yacoub received an award for his exceptional performance and contribution in the private sector, from H E Abdullah Al Bakri, the Minister of Manpower. He was promoted as a Manager in 2013.

Case study

Welcoming our employees ‘Back to Work’

After our employees operated from their homes for several months, Renaissance welcomed its employees with the implementation of a very robust Back to Work (BTW) protocol to facilitate their safe and healthy return to the workplace in September 2020. With detailed inputs based on prevailing best practices recommended by the MOH and the Supreme Committee, latest scientific research, and practical inputs from our Human Resources (HR) and the Quality, Health, Safety and Environment (QHSE) teams, a comprehensive document detailing out a phased and safe return to work strategy for all employees was prepared. The protocol document details the criteria for the employees to return to work along with the standard operating procedures within the office

premises (including common areas such as elevators and visitor management). The document guided all our employees to transition back to work in a seamless manner while ensuring safety and efficiency.



Case study

Business leadership in the fight against the pandemic

In September 2020, businesses in Oman resumed and welcomed their employees back to work. In line with our commitment to fighting the pandemic and contributing to the society at large,



Renaissance recognised that several businesses especially Small and Medium Enterprises (SMEs) may require guidance on industrial best practices to conduct safe operations while ensuring the employee well-being. Therefore, Renaissance shared its BTW guidelines document online in English and Arabic through its website and social media channels, thereby making it available for businesses to download. The document was very well received with as many as 820,000 views, with more than 3,500 users benefiting from the protocol within the first two weeks of hosting it on our online channels. This gesture was well appreciated by several sections of the Government and media.

An equal opportunity employer



At Renaissance, we encourage diversity and inclusion, and seek to redress any gender imbalance where feasible. We are an equal opportunity employer and our employment practices do not discriminate against ethnicity, religion, nationality, age, gender or other aspects of diversity, except where the company is required to do so by local regulations.

We believe in employing a diverse workforce, and all applicants to our organisation are screened based on their technical merit, ethics and competencies. Our

remuneration policy ensures equal pay for men and women in the same position.

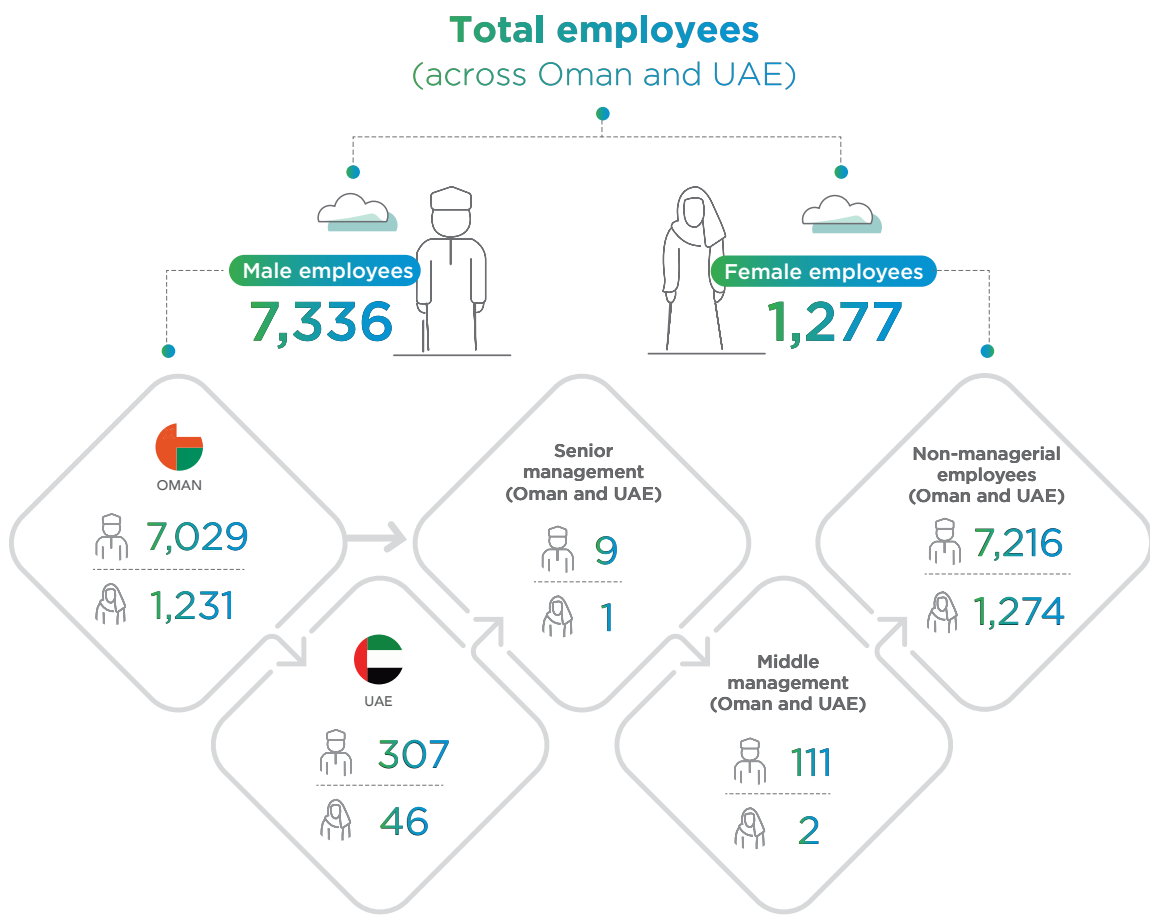
We comply with all the national regulations and laws on recruitment at our operating locations and promote the employment of competent personnel. We also comply with all the local employment laws and mandates in the locations in which we operate, for the development of nationals within our workforce and endeavour to exceed them.



Our employee figures in 2020



At Renaissance, female employees constituted 15% of our total workforce and 10% of our senior management team in 2020. Most of our employees, accounting for 96% were located in several sites across Oman, with the rest in the UAE.



Renaissance employee hire and turnover in 2020

	Total number of new employee hires	Total number of employees leaving
OMAN	481	860
UAE	215	100

Continuous employee engagement to meet their expectations

At Renaissance, employee engagement has become synonymous with the notions of employee satisfaction, the overall employee workplace experience and talent retention. We believe that connection, communication, and engagement are the three most vital aspects for the growth of an organisation, both internally and externally. We encourage open communication and regular feedback from our employees using both formal and informal channels, whereby we aim to satisfy the expectations of the workforce.

Case study

Social media engagement

With the COVID-19 pandemic limiting our employee engagement activities for a major part of 2020, our online presence especially in social media became a more important avenue for engaging our internal stakeholders in 2020.

In such unprecedented times, it also became equally important to keep our employees in high spirit. Keeping this in mind, Renaissance conducted several of its engagement activities to foster a culture of inclusion and empowerment. However, due to the outbreak of the pandemic and the restrictions that came along, several events had to be deferred. Nevertheless, we continued to engage our employees online through social media.

Launched in 2018, the Renaissance Life page on Facebook continues to be the most popular form of online engagement among our employees encouraging them to interact and share stories, relevant information through photographs, videos and posts. In 2020, the page played a crucial role

in relaying critical information to our employees regarding any disruptions caused by the pandemic.

In terms of the followers on Facebook, the number of users engaging on the platform in 2020 showed a nearly 600% increase compared to 2019. This can be attributed to the engagement levels increasing significantly since the nationwide lockdown in April 2020.



Across other media platforms as well, Renaissance has been steadily increasing its presence. During the reporting period, improved engagement was seen on other social media platforms such as Twitter and LinkedIn as shown below:

Social media platform	2019	2020
Facebook users	8,122	8,727
Twitter users	242	420
LinkedIn users	2,367	3,316
Instagram users		558

Furthermore, in 2020 Renaissance created its presence on Instagram, which showed high levels of engagement with a following of 558 users in its first year of existence. In summation, the engagement had increased across all the social media channels in 2020 compared to the previous year.

Consequently, the effective use of various social media platforms also ensured in creating a safe and positive work environment for the employees and in greatly reducing their anxiety during the period. Renaissance will continue to enhance the quality of engagement with its employees, especially in the online mode.

Case study

Reaching out to our employees during the COVID-19 crisis

At Renaissance, we place utmost priority on the health, safety and well-being of our employees. Besides, the emergence of the COVID-19 pandemic has further emphasised the extreme significance of prioritising the health and well-being of our workforce. Therefore, in 2020, we placed high importance on communicating frequently to our employees to disseminate critical information thereby ensuring that the virus spread was contained and minimised in its track.

Our employee engagement largely comprised of communicating the importance of following the COVID-19 protocols. Besides English and Arabic, the literature and reading material on the updated protocols, best practices and standard operating procedures were created and disseminated in several languages such as Hindi, Tamil and Malayalam to cater to the largely expat working population. We leveraged the use of our internal social media platforms such as Renaissance Life (hosted on Facebook) extensively so that the communication was effective and in a timely manner.

To address the concerns of our employees who work in remote locations, dedicated phone hotlines that operated 24x7 were also set up to help them cope effectively and alleviate their fears and anxieties in such an uncertain environment. Dedicated personnel proficient in Arabic and Hindi were tasked with this important responsibility. Between March and September 2020, we received and addressed the concerns of over 300 callers.



Snapshot of other employee engagement activities at Renaissance

While COVID-19 did pose restrictions on several of our workforce engagement initiatives, we continued to carry out some of our regular employee engagement activities in 2020, while practising the social distancing norms and COVID protocols as appropriate.



During Q1 2020, the Renaissance cricket team had a good outing during the truncated season by winning three out of five T20 matches and their first 50-over match of the championship.



Several of our celebrations such as Oman National Day, Omani Women's Day, Ramadan, Iftar, Diwali, Christmas and New Year were held through our social media channels.

Irrespective of the uncertain times, as part of our approach to employee inclusion and empowerment, we intend to engage our employees in a meaningful manner in 2021 as well.

Incentives and benefits provided to our employees

At Renaissance, we recognise high performers and reward them through incentives, progression programmes, and other opportunities to grow within the organisation. Investing in our people includes providing appropriate employment benefits and maintaining a pleasant work environment that encourages their well-being as well as their families’.

Although the benefits provided to our employees may vary depending on their eligibility, we ensure equal remuneration for men and women in the same job position. In addition, given the nature of our work, all the permanent staff at Renaissance are covered by insurance policies appropriate to their areas of operation.



Benefits provided to full-time employees



Insurance	Air passage	Retirement provision	Parental leave	Bonus	Housing and accommodation
Life insurance, healthcare, and disability coverage are provided for all employees in Oman and the UAE.	Expatriates working at all operating locations are provided a return air ticket, either once or twice over the contract period, to their home countries.	Retirement provisions are provided for employees at all operations across Oman and the UAE. Omani nationals receive this benefit through the Public Authority for Social Insurance (PASI) whereas expats in Oman and the UAE are covered through an end of service gratuity.	Maternity leave is provided for employees in Oman and the UAE, in accordance with local regulations.	Merit-based bonus is provided for employees across all operations including Oman and the UAE.	Housing or a housing allowance is given to all employees across all operating locations.

Grievances regarding labour practices



At Renaissance Services SAOG, we aim to operate our businesses to the highest professional and ethical standards and practices. We do not tolerate any discrimination or bias and have a strict grievance handling policy in place.

Our employees are encouraged to report on all acts of unfair treatment, bias and discrimination by any individual or group to the management as per the ‘Grievance Handling Policy’, should they feel that they have been subjected to such treatments or acts.

In addition to this, Omani employees have the right to recourse through their labour unions. All workers are given access to our grievance procedures and can escalate any employment issues that they may face.



Investing in the skill development of our people



As a service-oriented company in the facilities management sector, we strongly believe that our employees’ skillsets and their performance are critical to the quality of our service provision. Aside from making good business sense, training and development of our people has also shown enhanced employee engagement, workplace safety and higher employee retention rates. In 2020 as well, despite the prevailing

restrictions due to the COVID-19 outbreak and its associated challenges, we continued to deliver training and development programmes as we constantly seek to improve client satisfaction and increase operational efficiencies. We concentrated our efforts in 2020 to dynamically evolve our existing methods to provide updated and customised training for our employees.

On an average, 23.5 hours of training was delivered to all employees in 2020.

Skilling our employees amidst the pandemic



Renaissance placed a special focus on creating awareness from the pandemic standpoint in 2020. In this regard, a COVID-based awareness module was developed to reach out to all employees to get them accustomed to the seriousness of the situation.

Amidst the COVID restrictions, we strived to provide critical training programmes to our employees, which are mandatory requirements for the provision of high-

quality service to our clients. The emphasis was on ensuring customer and employee safety by ascertaining that updated safety norms were put in practice.

Case study

'Back to Training' protocol

In 2020, COVID posed several challenges across all the functions of the organisation including the training department. With the ensuing lockdown curtailing our annual training schedule, the principles of 'training as usual' had to be revisited. Therefore, Renaissance focused on developing a strong 'Back to Training' (BTT) protocol with new guidelines for providing training to our employees.

Complementing the BTW protocol, the BTT protocol outlines the training platforms, special guidelines for classroom training and standard operating procedures for both, the trainers and trainees. Developed in collaboration with our HSE department, the BTT protocol enabled us to ensure that critical training and development programmes were offered on appropriate platforms seamlessly.



Case study

Learning management system

As part of the digital transformation of our HR function including learning and development, Renaissance is developing an integrated Learning Management System (LMS) on the SAP Success Factors platform. With two HR modules successfully completed and in operation, the LMS is expected to be rolled out in the next phase of the development in 2021.

The LMS will encapsulate a continuous learning digital experience platform for employees while

ensuring that the tenets of collaborative, social and blended learning are incorporated in our upgraded training systems.



Case study

Leveraging digital learning methods through partnerships

Due to the prevailing principles of social distancing and higher hygiene for COVID containment, the digital learning space provides several opportunities to explore and identify specific tools suited to our training and knowledge transfer needs. In this regard, Renaissance decided to engage two renowned online learning platforms for providing different opportunities to our employees to add to their existing arsenal of technical skills, certifications and knowledge.

We have engaged with GO1 and UdeMy for the provision of external training through soft skill development (general management, communication skills, innovation) and customised technical certification (IT, Operations, Finance, HR etc.) respectively.

In addition, we have also placed significant importance on the generation of quality internal training material. Therefore, we partnered with Easy Generator, a popular platform for curriculum designing and course creation to develop quality, interactive and accessible material for our internal training requirements.



We are confident that these additional platforms will help us dispense quality training programmes in the 'new normal'. Furthermore, coupled with the upcoming LMS on SAP Success Factors, our training capabilities will be bolstered and in future will provide endless possibilities for our employees to hone their skills, excel and grow in their professional pursuits.

The training and development needs at Renaissance are guided by our contractual obligations, our developmental aspirations and the Competence Assessment & Assurance Policy. Internal and external

training providers deliver internationally recognised and accredited trainings in Health & Safety, Food Safety and Hygiene as well as IT, First Aid and soft skills. Complementing this is our critical internal training component: On-the-Job Training (OJT), and the skills and competency development training for our daily operations. Owing to the COVID outbreak restrictions in place for the majority of 2020, we only clocked in 101,305 OJT hours. This figure saw a 47% reduction when compared to the number of training hours in 2019.

Data	2018	2019	2020
Instructional/OJT training hours	163,718	189,472	101,305

Along with the new platforms and methods available for imparting training to our employees, the OJT skill development training shall continue to provide

adequate instructions and additional guidance to our employees to complete tasks safely and serve customers effectively.

Disruptions to our annual training schedule

Our training framework is driven by the Renaissance Competency Assessment Programme (R-CAP) which was delayed in 2020. Subsequently, the initial assessor training has been earmarked for early 2021. Once the assessors are qualified, then the competency assessment programme will be rolled out in selected locations for a number of supervisory roles. An external partner has also been identified to certify the programme.



Through our training and development programmes, our employees can gain internationally recognised qualifications in health and safety, food safety and hygiene, IT, first aid and soft skills. However, the pandemic has forced us to curtail and defer some of our training initiatives such as ‘Train the Trainer’, Supervisory Development Programme, Renaissance Accelerated Leadership Initiative (RALI) as well as international certification programmes (including collaborative initiatives with the Royal Institution for Chartered Surveyors (RICS), British Institute of Cleaning Science (BICS), OPITO Assessor Training, etc.).

Going forward, we expect to resume our deferred programmes in 2021. In addition to our partnerships with the online learning platforms, we also intend to increase external trainings with internationally recognised and relevant curriculum in 2021.

Steered by our Competence Assessment & Assurance Policy, we aim to provide learning and development opportunities for our employees to promote their soft skills and technical competencies, while meeting the contractual requirements from our clients.

Managing the efficacy of training and development

A series of Key Performance Indicators (KPIs) are used to review the effectiveness and efficiency of the Learning and Development (L&D) function. These KPIs are reported to and reviewed by the senior management monthly.

The Head of L&D is responsible to ensure that the operations and departmental heads are supported to

identify training needs on an ongoing basis; source and evaluate potential training providers; and facilitate the arrangements of training such as timing, location, materials and/or equipment. Feedback from our clients, trainees, and operations is taken to evaluate the effectiveness of the training approach.

Training indicators

Total number of employees trained in 2020	Total number of training hours in 2020	Total investment in training in 2020
5,264	19,631	RO 30,349
Composition of Omanis 34%	Hours invested in training Omanis 31%	Investment in training Omanis 45%
Composition of Expats 66%	Hours invested in training Expats 69%	Investment in training Expats 55%

While we are committed to increasing our ICV contribution towards the training and development of Omanis, we are mindful of ensuring that all our employees including expatriates are provided equal

opportunities for L&D. Accordingly, the number of training hours provided, and the training investment spent is nearly proportional to the composition of employees that underwent training.

Our way forward

As we continue to mitigate the challenges of the pandemic, we have planned to carry out several strategic initiatives aimed at improving our operations and our teams’ capability. As we carry on with our digital transition, we aim to develop and implement innovative solutions to improve operational efficiency and optimise costs.

With respect to L&D, we envisage expanding the delivery of programmes online to a wider audience

covering more operating locations, thereby raising the level of competency across our business.

To enhance our employee experience, we shall target more engagement through our external and internal social media channels (such as our ‘Renaissance Life’ Facebook page, Twitter handle, etc.). In addition, we also plan to gauge our employee and customer satisfaction levels through various instruments such as surveys, impact studies and stakeholder engagement events.





Operating safely:

Ensuring the highest standards of health and safety

Ethos Pillar: Safe

Material topics		Alignment with UN SDGs	Alignment with national priorities as per Oman vision 2040
	<ul style="list-style-type: none">Occupational health and safetyCustomer health and safetyEmergency Preparedness	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>	<ul style="list-style-type: none">HealthDevelopment of governorates and sustainable citiesWell-being and social protection

Building a safer tomorrow

Health and safety are inseparable from our core corporate values and we place relentless efforts in providing a safe and healthy environment for our employees, customers and the nearby communities in which we operate. Our stringent QHSE procedures, policy and awareness campaigns ensure that safety remains a top priority in everything we do.

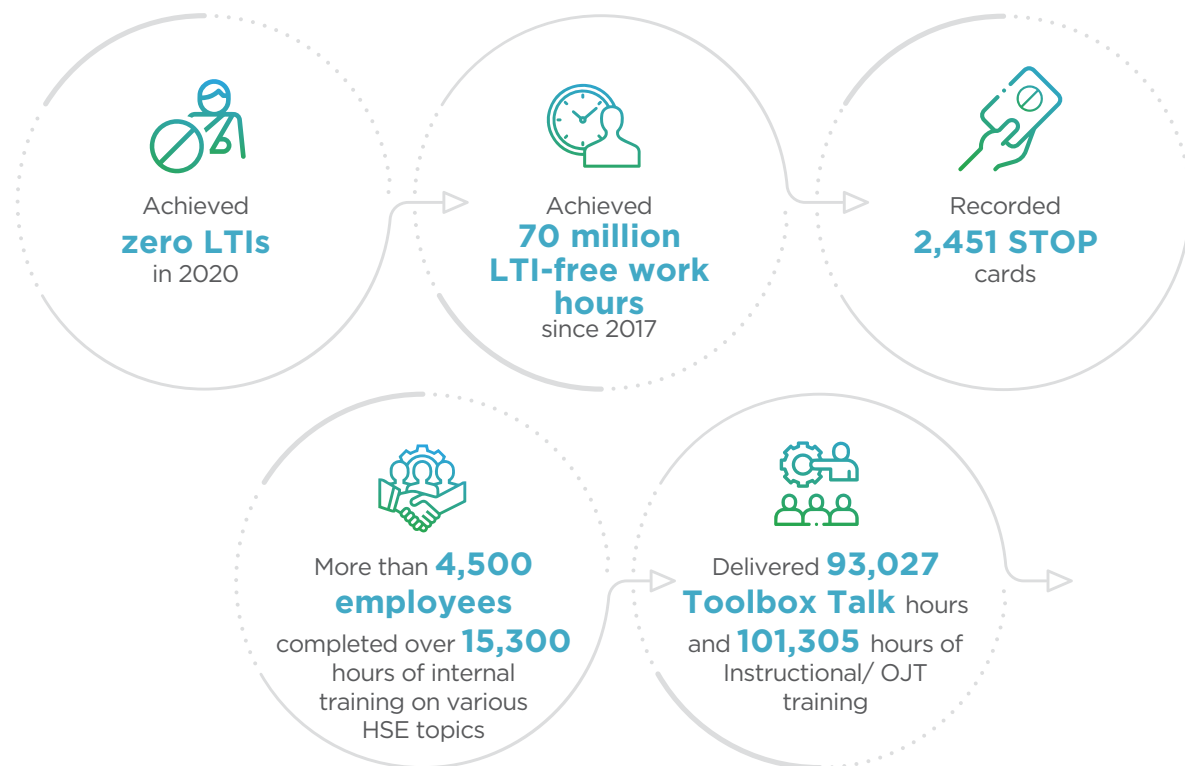
Our health and safety culture is steered by the Board of Directors and the executive management, committing Renaissance Services to adopt the best practices.

Our aspiration over the next year is to formulate and efficiently implement a business-wide health and safety strategy that represents a unified vision and understanding of occupational health and safety (OHS).

This section of the report outlines the information relevant to our approach towards managing our HSE performance (including KPIs, initiatives and HSE compliance) with respect to the 'Safe' pillar of our Sustainability Ethos in 2020.



Highlights of 2020



Ensuring world-class workplace health and safety

At Renaissance, ensuring the safety of our employees and customers is our number one priority. Our management decisions and company practices are consistent with our corporate values of 'Caring' and 'Safety' of our employees, customers, and contractors.

Our management accepts the responsibility for documenting and reporting all near-miss incidents and empowers our employees and sub-contractors to report unsafe conditions and stop unsafe work. We believe that through regular audits, coaching and recognition of safe behaviour, we will be able to achieve our goal of 'Zero Accidents'.

We strive to exceed customer as well as local regulatory safety requirements in all areas of our operations. Therefore, we ensure that all the HSE risks are managed by identifying potential hazards, introducing measures

to prevent them, monitoring and reporting our HSE performance. To complement our efforts, we also raise our employees' awareness of HSE issues to promote a safety culture.



Safeguarding our employees' health and safety

At Renaissance, we aspire to meet international standards in OHS within our operations. Our FM practices expose us to inherent risks arising from activities such as kitchen operations, chemical handling and laundry, road travels, etc., as well as working in hazardous conditions including operating at heights and near sources of high voltage electricity supply.

Moreover, we also completed one year of our operations in the waste management sector, which enabled us to systematically identify, assess and implement safety measures for the health and safety risks associated with the handling of waste at the municipal level.

Furthermore, in 2020, with the outbreak of the COVID-19 pandemic, our employees and customers were facing new threats to their well-being. Therefore, we swiftly placed special attention and undertook prudent measures to control the spread of the virus, while implementing both proactive measures (such as implementing protocols to create a contactless environment) and reactive measures (such as sanitising surfaces with appropriate disinfectants).

Therefore, as a continuous process, we identify the

key OHS risks for our employees, customers and contractors, and have clearly defined mitigation plans in place to address the critical risks.

Besides, to continue fostering a safety culture throughout the organisation, we constantly seek to raise our employees' awareness of health and safety issues through regular communication and training programmes, as detailed in pages 75 - 77.



Our approach to health and safety management



Renaissance is committed to the best practices in health and safety management. Our actions are bound by our OHS policy and we adopt other voluntary standards, sector-specific conventions and sometimes even exceed the local regulatory requirements in our areas of operations.

As part of the implementation and certification of the ISO 45001:2018 Standard at Renaissance, our OHS policy was updated in 2020 to meet the international standards. The new policy underpins all our actions and embeds elements from international and sector-specific standards.

Monitoring and reporting



Spotlight

Ensuring employee and customer safety amidst the COVID-19 pandemic

Our approach towards safety during the pandemic

With the outbreak of the COVID-19 virus in March 2020, we developed a systematic and scientific approach towards updating our existing safety protocols in an efficient and timely manner.

The approach involves the following steps

1. Identify the baseline requirements as per the relevant Government and WHO guidelines
2. Develop our protocols in line with the requirements
3. Circulate the protocols to all operational sites for feedback and recommendations from field staff
4. Fine-tune the protocols based on feedback
5. Communicate finalised protocol to all operating locations
6. Create a conducive environment for implementation and monitoring
7. Implement the protocol and monitor its adherence



Features of our plan for COVID safety

In addition to our existing HSE plan, we implemented the following measures to ensure that three key aspects of COVID-19 safety were considered – practising social distancing, promoting a contactless environment and sanitation of surfaces to ensure ‘social distancing’.






1. Controlled movement of customers and employees: To facilitate social distancing at the facilities, we planned staggered schedules for customers for availing services such as catering, housekeeping, etc. Also, we served meal parcels to our customers in their rooms instead of serving them through our diners. For the safe transportation of our employees to the operating locations, we had additional buses plying with limited seating capacity.

2. Quarantine facilities: We made special arrangements for quarantine rooms wherein a specific portion of our facilities at Renaissance Villages were used for isolating potential cases of COVID-19. These facilities were sanitised regularly, and we ensured that customers/employees who were isolated were well cared for.
3. Other proactive measures: In line with global best practices, we implemented the disinfecting tunnels at entry points of some of our facilities and included mandatory temperature checks at entry points to common areas such as reception, diners, etc. In addition, to create awareness among the

residents and employees alike, we placed awareness posters of do's and don'ts in all our operating locations.

4. Testing for the virus: In addition to the testing facilities set up by the government, we installed a state-of-the-art Polymerase Chain Reaction (PCR) testing lab at the RSVD to contain the spread of the virus through regular testing of our customers and employees.
5. Customised protocols for departments – Key divisions such as catering, housekeeping, laundry, maintenance and logistics were handed customised protocols suited to their line of activities.

COVID-19 response in numbers

- Number of PCR tests done:  **1,063**
- Number of staff members tested Positive for COVID  **618**
- Number of staff quarantined  **1,441**



In 2021, to operate in the 'new normal', we will continue with our efforts to focus on our employees', suppliers' and contractors' safety practices as well as raise awareness on our QHSE guidelines, procedures and work permit requirements, while closely monitoring their HSE compliance.

Our employee health and safety performance record



Our safety performance in 2020 is a consequence of our approach and unwavering commitment to HSE. Across our operations, we did not record any workplace injury that left an employee unfit and absent

from work, thereby achieving Zero Lost Time Injuries (LTIs) in 2020. This is a significant achievement as we continue to maintain our Zero LTI record for the last three reporting periods.

Case study

Crossing 70 million LTI free hours of operation

Our belief and persistence with the value of operating safely, which is deeply embedded in the DNA of Renaissance has been rewarded in 2020. Our prudent approach to providing world-class services without compromising on the safety of our customers and employees saw the achievement of a major landmark.

In December 2020, our teams across Oman achieved the milestone of clocking in 70 million man-hours without LTIs in operations since October 2017. This has been possible largely due to our diligent workforce ably directed by the management and a proactive approach towards ensuring employee safety.



Data	2018	2019	2020
Work-related fatalities	0	0	0
Lost time injuries (LTIs)	0	0	0
Lost time injuries frequency (LTIF)	0	0	0
First aid case (FAC)	5	3	1
Medically treated cases (MTC)	2	4	6
Total recordable injury (TRI)	7	0	0

Note: The terms used in the table can be defined as:

LTIs comprise all accidental injuries including Fatalities and Lost Workday cases but excluding Restricted Workday cases. A Lost Workday case is any work-related accidental injury other than a fatal injury, which results in a person being unfit for work on the next shift/day.

LTIF is the number of lost time injuries occurring in a workplace per 1 million man-hours worked.

TRI includes all fatalities, lost time injuries, cases restricted for work, cases of substitute work due to injury, and medical treatment cases by medical professionals (doctors, nurses, etc.). It does not include any first aid injury.

MTCs refer to workplace injuries requiring treatment by a medical professional.



Promoting a health and safety culture in our operations

At Renaissance, we encourage all employees to conduct safety observations and report the same, as an essential risk management tool for a strong and continuously improving safety culture. We have our safety reporting mechanisms and comply with the best practices related to hazard awareness, root cause analysis and incident investigation.

Furthermore, our employees are encouraged to ‘own’ health and safety issues through a proactive and blame-free culture that reinforces prompt incident reporting, professional workplace behaviour and also promotes a safe working environment.

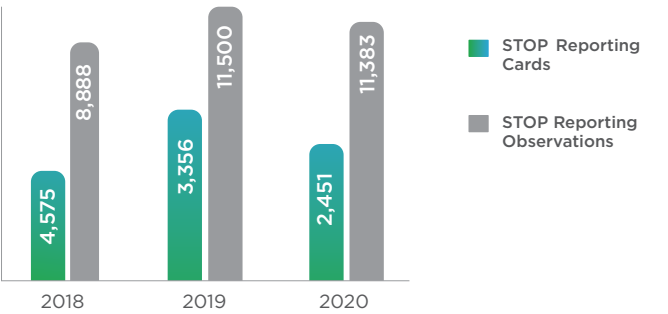


Hazard and Effect Management Process (HEMP)

At the core of our safety reporting, is our robust HEMP, which ensures a safe working environment for our employees. With the help of the process we ensure, hazard identification and risk assessment, implementation of risk mitigation measures and contingency plans for post-incident recovery.

Our hazard identification system known as the STOP system has been implemented across all operating locations. The STOP cards are used to identify good and bad practices in health and safety, where the

good practices are highlighted as examples to other sites or areas of operations, while bad practices are highlighted to analyse the reasons for such actions and rectify them. All cards are shared with the QHSE department, who deduce the observations and recommend corrective actions. The reports of potential hazards are then compiled and reported to the head office every month. To facilitate and encourage hazard reporting, the employees have the option to report an incident anonymously without the fear of any reprisals.



Our risk mitigation measures, and contingency plans are based on the industry’s best practices, which have been further customised and fine-tuned to suit the context of our operations and exceed client expectations.



Case study

Safe driving culture

In 2020, we continued to place special attention on the safety of our employees in the transport and logistics aspects of operations. We encourage our drivers to adhere to safe driving practices, as part of the ongoing programme: ‘Driving Safely the Renaissance Way’. The programme monitors their performance using Radio-Frequency Identification (RFID) cards and the Integrated Vehicle Management System (IVMS) to identify violations across pre-defined criteria.



Type of safety violations	2018	2019	2020
Driver seat belt	402	109	112
Excessive idling	-	26,732	39,536
Harsh braking	7,603	31,198	6,305
Over speeding on public road	1,832	3,366	4,110

In 2020, the harsh braking violations reduced considerably. However, all the other safety violations have shown an increase. The performance of every driver was assessed and communicated to him/her individually, with recommendations on the mandatory additional training(s) on safe driving as required by the QHSE team.

Case study

ISO certification of our safety system



We, at Renaissance, seek to continually raise our safety standards. In 2020 amidst the COVID-19 restrictions, we obtained the ISO 45001 Occupational Health and Safety certification for seven of our operational sites (including our Corporate Offices, Renaissance Village (PDO) and BP Khazaan). With initiation in 2019, we worked meticulously to train our HSE team in the internal auditing of standards through workshops. The HSE team then conducted site visits and internal

audits (remotely) to close the gaps, created the documentation in consultation with a third-party consultant and rolled out an awareness programme for the site management team. As part of our continuous improvement process, the learnings from our internal audits allowed us to implement the necessary corrective actions. Our efforts were also appreciated by the external auditors especially since the final audit was conducted remotely.

Case study

Other global certifications of our safety system

In 2020, we managed to achieve other certifications despite the COVID-19 restrictions. Our team conducted remote surveillance audits for our existing systems on standards such as ISO 9001 (recertification), ISO 14001 and ISO 22000



(transition to 2018 version). We seek to maintain these standards and upgrade to the latest international standards of safety in the coming years.

Our safety training and awareness activities

At Renaissance, employee safety training assumes paramount importance in our safety agenda and is delivered both in-house and by external training providers. It takes various forms, including initial induction programmes, courses at approved training centres and OHS meetings led by site management, amongst others. Our employee safety training also adopts a collaborative approach wherein our colleagues may provide inputs to improve safety at the site.



Spotlight

Safety awareness campaigns at Renaissance

In 2020, our safety awareness campaigns for our employees and the community at large focused on spreading awareness towards working together to fight the pandemic and keeping the spread of the virus under control.

The following initiatives highlight our efforts to create awareness within our organisation.

Case study

QHSE awareness posters

In 2020, we continued to publish awareness materials to provide information on specific topics covering general hazards, occupational health, food and hygiene, and environment protection. We specifically used our safety raisers to spread awareness about the protocols to be followed to keep a check on the spread of the COVID-19 virus.



Case study

Data security through the implementation of ISO 27001 ISMS

To ensure data security across our IT systems, Renaissance obtained and implemented the ISO 27001 Information Security Management System (ISMS) in 2020. This achievement will enable



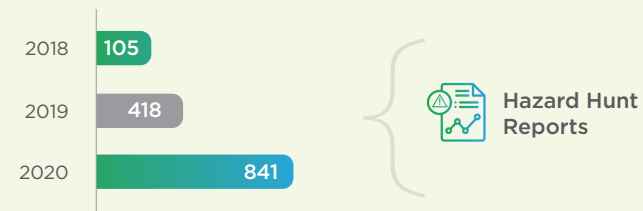
effective governance and communication of IT security procedures. The ISO certification has also increased our security index and credibility as a market leader.



Case study

Hazard Hunt Reports

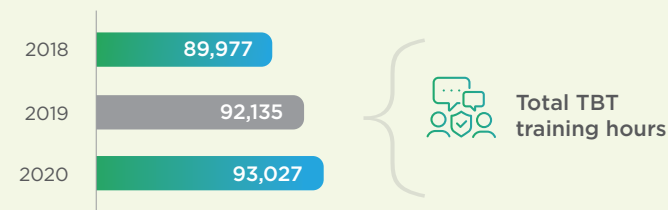
As a preventive OHS initiative, our site supervisors generate Hazard Hunt reports, which identify potential for improvement, based on a five-minute walk around their sites, undertaken weekly. In total, 841 reports were raised in 2020.



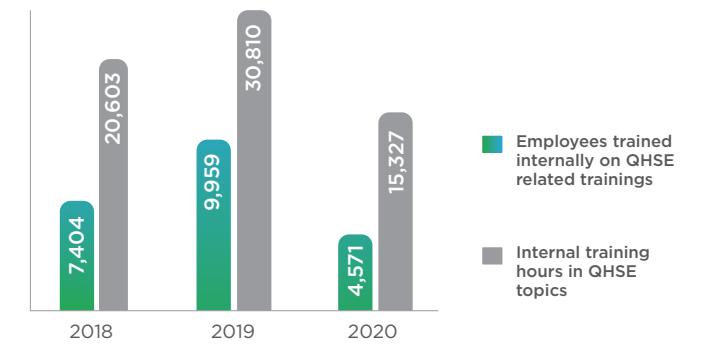
Case study

Toolbox Talks (TBTs)

TBTs are short, informal safety meetings focused on the specific job at hand. This is a mandatory training session conducted on-site daily by the supervisor(s) before the commencement of a job or work shift, to refresh the employees on the associated risks and hazards at work.

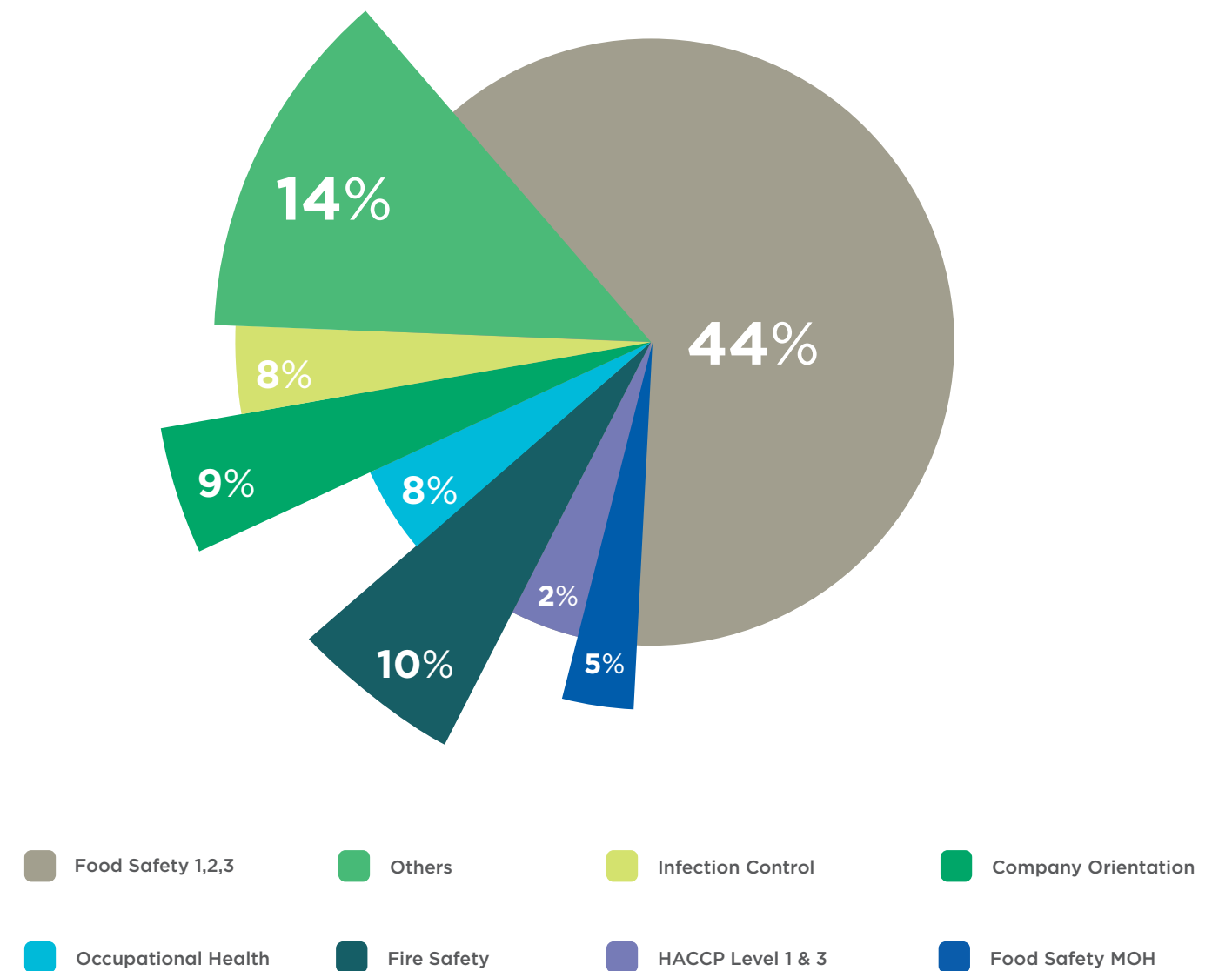


Despite the restrictions due to the COVID-19 pandemic, the QHSE department trained 4,571 employees internally with over 15,327 training hours. Aside from the mandatory health and safety training in our induction programme, the most covered topics include COVID-19 awareness, food safety, fire safety, occupational health training and HACCP. These training modules ensure that our workforce has the necessary capabilities to manage food safety and occupational health hazards, which is one of our high-risk areas.



Employees trained in HSE in 2020

(Breakdown by training hours)



Ensuring the health and safety of our customers

Beyond our internal ambition of achieving high safety standards, we firmly believe that safety is a universal virtue applicable to all. At Renaissance, the aspect of health and safety extends beyond our employees to include customers residing in our Renaissance Villages and our nearby communities. We encourage our external stakeholders including contractors, suppliers, and customers to practice this motto while extending their support to us in the quest for higher standards of safety.

Especially with the outbreak of COVID-19, we took a more focused approach towards ensuring the well-being of our customers. Through the provision of additional stations for hand sanitising, disinfectant-spraying booths and provision of personal protective equipment (PPE), we ensured that our customers enjoyed our high-quality services safely.

In particular, our catering services have direct implications on the health and safety of our customers.

Therefore, we seek to take utmost care with regards to hygiene in food preparation, handling and service processes. Our operations in Oman are ISO 22000:2005 FSMS and HACCP¹ certified. Furthermore, our kitchen staff undergo several additional levels of food safety training.

In 2020, no incidents of non-compliance with regulations and/or voluntary codes were identified, reported and recorded, that concern the health and safety impacts of our products and services in Oman and the UAE.

¹HACCP certificate particular to Central stores is under renewal

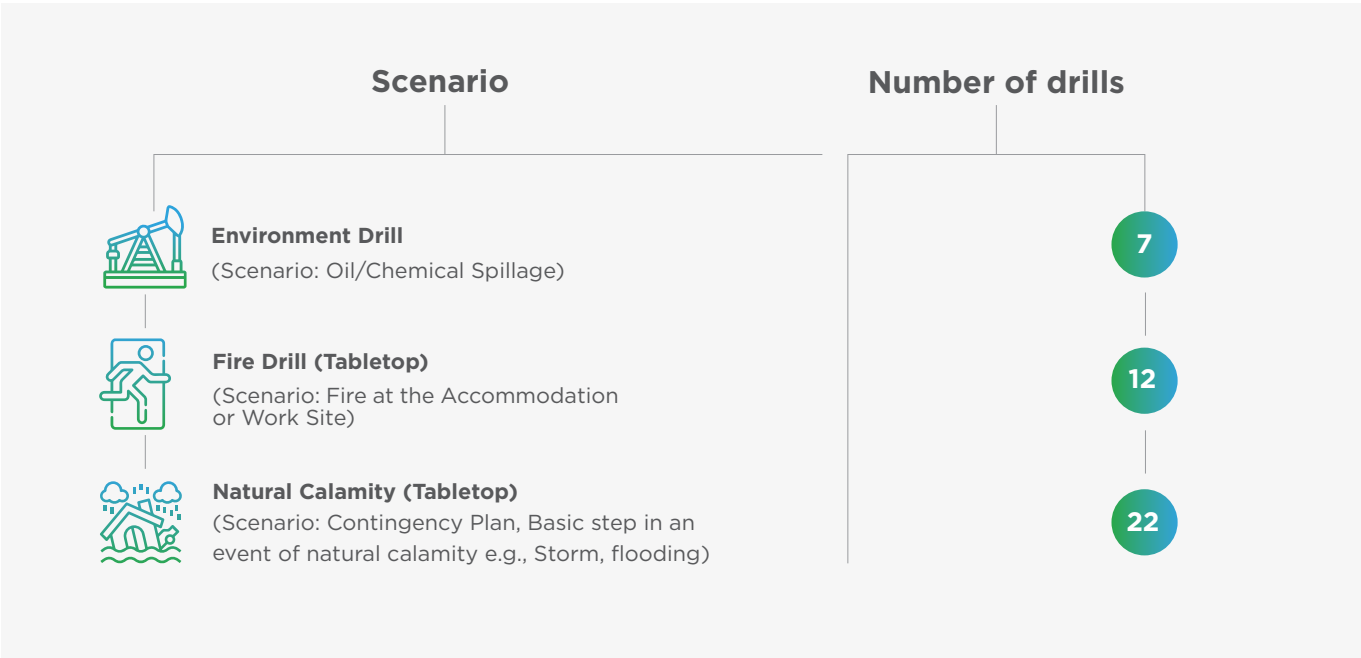


Our emergency preparedness

As a key component reflective of our core value of operating safely, we must ensure that our staff and clients are always kept safe, and no harm befalls upon them. This is more crucial for us, due to the nature of the sectors we operate in (such as the oil and gas industry), which usually involves operating in hazardous conditions. In this regard, emergency preparedness is undoubtedly critical for us to achieve our safety objectives.

Therefore, as a best practice, in all Renaissance Villages including RSVD, we conduct periodic safety drills to ensure that our staff and customers are kept safe. Through these safety drills, we evaluate our preparedness for environmental, fire, medical, natural calamity and oil spillage related emergencies. By this way of training and customised learning, we have ensured that our employees are capable of keeping our customers and themselves safe during any accidents or even force majeure events.

However, in 2020, with the COVID-19 pandemic and consequent adherence to the Government and client protocols, the Renaissance management cancelled several emergency drills. Nevertheless, wherever possible, we conducted tabletop drills at some of the sites while following the necessary protocols and social distancing norms.



With the COVID-19 outbreak, we also continued to learn and adapt to new challenges. In 2020, we conducted a real time COVID-19 emergency drill at our site. This included:

- Updating the response procedure and plans
- Preparing and circulating awareness posters
- Creating staff and customer awareness
- Monitoring social distancing

In the coming years, we will also add safety drills focused on public health emergencies to our existing emergency procedures.

Our way forward




Moving forward, we plan to maintain the high standards in our safety performance, while making improvements and implementing updates to our OHS management system as per international standards. Given the unexpected outbreak of the COVID-19 pandemic, we intend to continue to enhance our emergency preparedness with more safety drills and awareness programmes in the coming years.





Delivering locally: Enhancing In-Country Value (ICV)

Ethos Pillar: Local

Material topics	<ul style="list-style-type: none">Local procurementLocal hiring	Alignment with UN SDGs  	Alignment with national priorities as per Oman vision 2040 <ul style="list-style-type: none">Citizenship, identity and national heritage, culture
Other topics covered	<ul style="list-style-type: none">Training and development of local talentLocal community engagement		<ul style="list-style-type: none">Environment and natural resourcesEducation, learning, scientific research and national capabilities

Creating a stronger local presence

As a strategic priority, Renaissance aspires to create positive value within the communities that we operate in. This involves creating long-term positive impact and mutual value for the society by focusing on three core areas: recruitment and development of national talent, growing local businesses, and community investments.

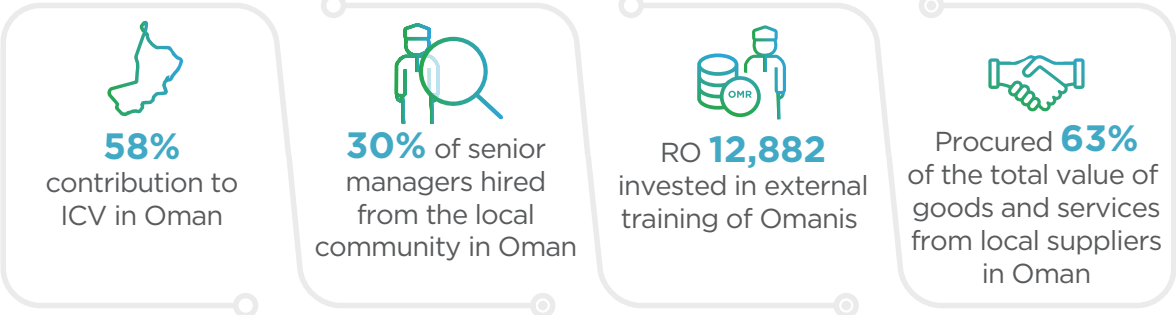
Furthermore, we also create indirect value through our training and development programmes, thereby enhancing the skills and employability of locals, as well as through our CSR programmes.

Renaissance strives to be a respected community partner who understands local needs and shapes long-term relationships. As we transition to the next stage of our sustainability journey, we will not only continue to focus on our ICV creation but also seek to quantify the impact of our contribution towards the sustainable development of Oman.

This section details the key initiatives that we implemented in 2020 to contribute to the 'Local' pillar of our Sustainability Ethos.



Highlights of 2020



Our contribution to ICV creation



Our approach to ICV generation is aligned with the focus areas identified as part of our ICV strategy. We provide high-quality services to all our clients while maximising the local content, and we seek to benefit all the stakeholders at each step of our value chain.

The ICV creation strengthens our brand value, our relationships with the government and the local communities, thereby reinforcing our social licence to operate.

ICV focus area	Our actions	Value creation and impact on our stakeholders
Employment	<ul style="list-style-type: none">• Providing employment opportunities to the local workforce.• Training and developing skilled and productive local employees and business leaders.	<p>We have identified enhancing local content in all geographical areas of our operations as a strategic priority.</p> <p>Therefore, through the recruitment and development of local talent, we contribute to national localisation targets as well as create direct and indirect value to the economies in all our operating locations.</p>
Investment	<p>Investing in infrastructure that would support the local community through the construction and operations of the Renaissance Villages in Oman.</p>	<p>Our investment in RSVD is expected to provide significant opportunities for value creation in the local community.</p> <p>The investment would contribute to the planned development within SEZAD by providing safe, reliable and economical accommodation for workers on construction projects as well as for permanent employees of various organisations in Duqm.</p>

Procurement	<ul style="list-style-type: none">• Using local goods and services, or working with local providers to enhance their standards and achieve international compliance.• Developing SMEs through the company's offtake opportunities and help them become trusted partners within the supply chain.	<ul style="list-style-type: none">• We seek to localise our supply chains by prioritising the procurement of goods and services from local suppliers.• We work closely with SMEs to train and mentor them to meet international standards.• We create job opportunities and support economic development in local communities through our focus on local procurement.
Communities	<p>Engaging with the local community through meaningful and relevant CSR programmes.</p>	<p>Our strategic CSR programmes prioritise projects which focus on three key areas:</p> <p>(i) Economic well-being and personal development;</p> <p>(ii) Protecting the environment; and</p> <p>(iii) Improving and assisting communities.</p>
Ownership	<ul style="list-style-type: none">• As a public listed company on the MSX, providing opportunities for Omani individual shareholders, pension funds and institutional shareholders to invest in the company.• Entering JV partnerships or offering local ownership participation in the equity of major assets globally.	<p>We seek to work closely with trusted partners and investors as we aspire to grow and diversify our business. We prioritise the participation of domestic investors in our strategic investments and aim to enter partnerships with local businesses.</p> <p>We also seek to work with the government to leverage opportunities for Public-Private Partnerships (PPPs).</p>
Economy	<ul style="list-style-type: none">• Retaining earnings generated in Oman and repatriating earnings generated abroad.• Maximising in-country spend on people, goods and services.	<p>As a business listed on MSX, we create economic value for our local shareholders. We contribute to the national economy through our payments to employees and suppliers (including SMEs), payments to governments through taxes and voluntary contributions to the community.</p>
Multinational	<ul style="list-style-type: none">• An internationally competitive Omani company, winning abroad, proudly flying the Omani flag.• Delivering high international standards aligned with genuine local content.	<p>As a strategic priority, Renaissance seeks to grow our business by expanding into new geographies and markets. We would continue to deliver high-quality services to our clients while complying with international standards.</p>

We take immense pride in our contribution to the local communities and as a strategic priority, we seek to increase local content in all the geographical areas we operate in. However, first and foremost as an Omani business, we monitor and continuously seek to improve our contribution to ICV creation in Oman.

The percentage of total ICV expenditure in 2020, constituted 58% of our total expenditure. Due to curtailed operations and restrictions placed due to the COVID-19 outbreak, the overall ICV expenditure (in percentage contribution) for 2020 remained the same as compared to 2019.

Percentage of total expenditure spent on ICV	2018	2019	2020
	58%	58%	58%



We are committed to continuing our localisation efforts to contribute towards the national strategic objectives of the Oman Vision 2040.

Growing local businesses - supporting local suppliers

A key component of our contribution to the local economies is through our procurement of goods and services from local businesses. At Renaissance, we recognise that the support of our business partners is critical to our growth, and we consciously aim to be proactive in engaging with local businesses including SMEs to encourage their growth. Our SME suppliers consider their strong relationships with us as a critical step in growing their businesses to the next level.

We recognise that investing in local suppliers enables a sustainable business environment for the country, builds local capability and creates employment. Our engagement with local suppliers also helps us mitigate the risks associated with the continuity of our supply chain. In this regard, we shall persist to prioritise local procurement without compromising on the safety, timely delivery, quality and cost of our services.

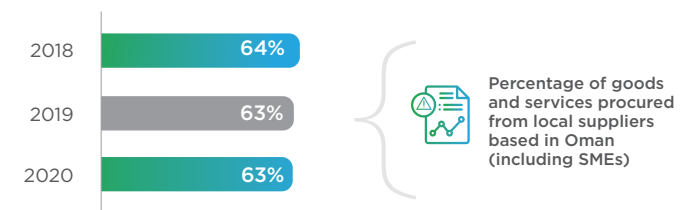
We aim to increase our total procurement expenditure within Oman by purchasing Omani products and

services provided by skilled Omani nationals. In 2020, we sourced 63% of our requirements from local suppliers.

The 2020 figures are comparable to 2019 due to our various efforts and initiatives to engage with local suppliers such as introducing quantifiable buying targets for SMEs, purchase of locally produced vegetables, etc.

Going forward, we intend to continue to engage and work closely with local suppliers, so as to increase the overall share of local procurement in our operations in the coming years

In 2020, we sourced 63% of our requirements from local suppliers.



Among the local suppliers, we particularly support the development of SMEs in Oman. In 2020, the overall volume of materials purchased from SMEs across all our contracts in Oman increased significantly to 14.6%.



Employment of local talent

The recruitment and development of Omani nationals is a key priority as part of our ICV strategy. Renaissance ensures compliance with local labour laws and regulations including nationalisation targets across all our geographies of operations.

While recruitment was curtailed for 2020, we continued to focus on recruiting local talent to support the country's vision towards nationalisation and to enhance our brand as an Oman-based company. Renaissance continued to aim and exceed the Omanisation requirements stipulated by the Ministry of Manpower, which has been set at 30% of the total workforce. In RSVD, we also exceed the special target of 10% Omanisation mandated by SEZAD and employ Omanis from the local community.

Our talent acquisition and management strategy revolves around the principle of finding the 'right person for the right job'. At Renaissance, we firmly believe in recruiting and developing Omani talent, not only towards meeting the mandated nationalisation targets but also because we believe that it is the right thing to do.

Our recruitment methods (direct hire for senior positions requiring experience, and training programmes like National Training Fund (NTF) and RALI for junior positions) have been developed to identify Omanis for the right level of jobs, ensure employee retention and build organisational capabilities. Our approach

transcends beyond the regular 'direct hire' recruitment approach into developing, equipping and ensuring the 'job readiness' of our Omani employees.

As we expand our workforce, we will continue to prioritise the recruitment of Omanis to go beyond the mandated Omanisation targets. We aspire to achieve this by developing the skills of our local talent and help them progress to leadership positions within the organisation. In addition, we shall continue to work with clients to identify and implement all the necessary training and development programmes for all employees including Omanis.

As of 2020, 30% of our senior managers have been hired from the local community in Oman.

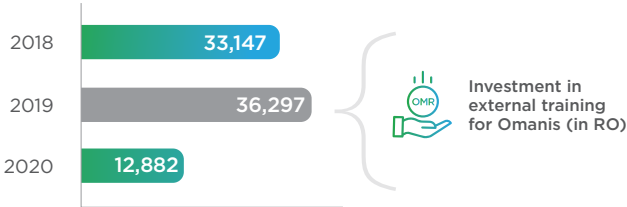


Training and development of locals

In alignment with Renaissance’s efforts to contribute to the ICV generation in Oman, our training and development efforts have placed a special focus on the advancement of Omani talent. This also includes the provision of opportunities for young local graduates and trainees to gather knowledge, develop skills and core competencies with respect to technical and leadership capabilities, as per international standards.

At Renaissance, we support the development of

nationals through our dedicated training programmes including the internal OJT, NTF, RALI and other specialised training or certification programmes to enhance the employability and career development of nationals. While RALI was deferred to 2021 due to COVID-19 restrictions, we are actively seeking external partners to assist us with the resumption of the programme in the coming years.



In the coming years, Renaissance will continue to develop the skillsets for a qualified and an employable Omani workforce through a combination of classroom learning and industrial exposure. We expect to resume the training and skill development of locals through various programmes (namely NTF and RALI) to give the Omani youth opportunities for a promising career path and a sustainable growth with Renaissance through disciplined training channels.

Engaging with local communities



At Renaissance, our approach to community engagement is closely aligned with our ICV strategy. We seek to contribute to the local communities in all the areas we operate in, through relevant and meaningful CSR programmes.

In 2020, with the COVID-19 outbreak, we focused our efforts to help the local communities in an ongoing battle with the pandemic. Please refer to our COVID-19

initiatives to assist the local communities and local businesses on page 50.

Although our CSR efforts were curtailed in 2020, we intend to continue to focus on three key areas as part of our strategic CSR programme rollout: economic well-being and personal development, protecting the environment, improving and assisting communities in the coming years.

Case study

Developing young Omanis with support from NTF

We continued to support the National Training Fund (NTF), the workforce development body that is mandated by the Government of Oman, to develop human capital by bridging skill gaps and furthering the capabilities of the Omani workforce.

Despite the pandemic, 2020 saw over 90 NTF trainees commence or complete at least one of seven programmes during the year. 53 trainees successfully completed their courses and were deployed to functioning locations. These included 15 trainee electricians, 14 AC mechanics, 12 receptionists and 12 cooks who completed their training in 2020. In addition, 39 trainees (14 housekeepers, 10 waiters and 15 cooks) who commenced their trainings in 2020 are due to complete in 2021.



NTF trainees completed over 12,000 OJT hours with 53 trainees completing their course.

We acknowledge the need to upskill and build the capabilities of our Omani workforce, by ensuring that they have the right competencies for the jobs. With COVID-19 restrictions limiting our training programmes, our investment in external training of Omani nationals saw a massive drop by almost 64.5% in 2020.



Case study

Renaissance conservation actions - ESO

Despite the economic implications of COVID-19, as a commitment to the environmental sustainability of the region, Renaissance provided financial assistance of RO 10,000 to the Environment Society of Oman (ESO) for its virtual fundraiser initiative. The proceedings of the event helped ESO fund programmes to create environmental awareness, conduct research and address some of the major environmental issues of Oman.



Our way forward

With COVID-19 restrictions in 2020 reinforcing our belief in ICV and its importance to our business continuity, the focus on enhancing our impact on our local communities shall remain a strategic priority for our organisation.

In the future, we intend to increase our contribution to local suppliers and contractors (including SMEs). We plan to formalise our longstanding commitment to empower them by developing responsible supply chain guidelines and implementing supporting initiatives.







In addition, we also envision formalising our engagement with the communities that are local to our operations and evaluating the socio-economic impact of our community engagement activities, especially in Oman. And, as a direct value creation through our operations, we aim to continue placing a special focus on the employment, training and development of national talent.





Planning green: Reducing our environment impact

Ethos Pillar: Green

Material topics	<ul style="list-style-type: none">• Water• Waste	Alignment with UN SDGs  	Alignment with national priorities as per Oman vision 2040 <ul style="list-style-type: none">• Environment and natural resources
Other topics covered	<ul style="list-style-type: none">• Energy• Emissions• Environmental compliance	   	

Contributing to a greener environment

At Renaissance, our commitment to environmental stewardship has always provided an opportunity to improve our efficiency and provide better services to our clients, governments and communities at all our operating locations.

We recognise and consider our responsibility towards environmental management very seriously and endeavour to employ the global best practices available within our industry sectors. We continuously

review and update our approach to effectively manage our environmental impact, while ensuring responsible consumption within our operations.

This section of the report looks at our approach towards fulfilling our ambitions and our performance on key environmental indicators in 2020, as we strive to accomplish the 'Green' pillar of our Sustainability Ethos.



Highlights of 2020



Renaissance Oman certified with **ISO 45001** Occupational Health and Safety Management System Certification



Recycled **35.68 MT** of used cooking oil

Managing our environmental impact

At Renaissance, we have implemented the ISO 14001:2015 EMS and we map our key environmental aspects and assess their impact as per the requirements of the standard. In addition, our QHSE policy, waste management and energy policies set out our commitment and approach towards managing our environmental impact.

We collect monthly performance data from each operational site, which is reviewed during the monthly operational and functional meetings, and reported to the senior management during our half-yearly progress review meetings.

With respect to the management of environmental performance at the Renaissance Villages, we continue to invest in our systems and processes to minimise our demand for energy and water, consequently ensuring a reduction in our emissions. We conduct awareness campaigns as well as training programmes to reduce food waste generated at our sites.

It is our continuous endeavour to improve our data collection and monitoring processes through the

adoption of IoT and other similar digital solutions, which will enable us to enhance our overall performance monitoring at our sites, as well as achieve efficiency within our operations while reducing resource consumption.



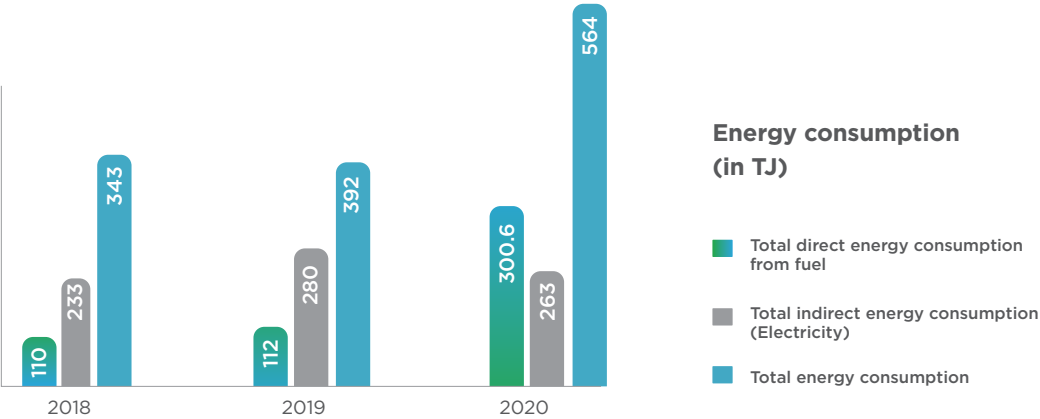
Monitoring our energy consumption



At Renaissance, we monitor our energy usage, both in terms of electricity consumption as well as fuel usage. Our total energy consumption includes electricity

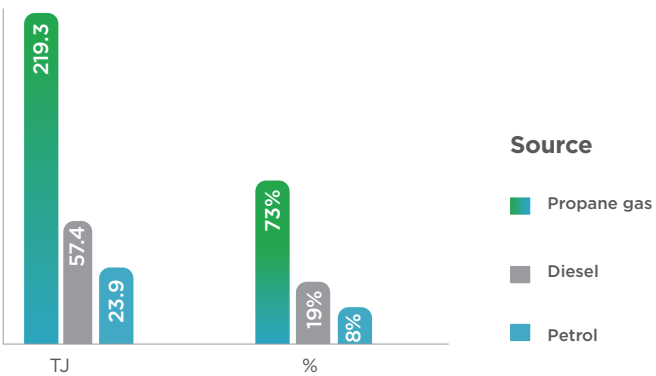
sourced from the grid, propane gas (used primarily in our kitchens), diesel and petrol (used for transportation needs and other miscellaneous uses).

Trends in energy consumption



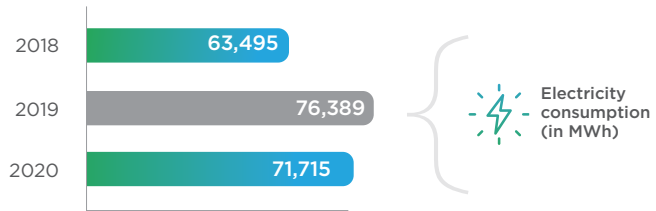
Direct energy consumption

Breakdown by share of sources of direct energy consumption in 2020:



Our total direct energy consumption in 2020 increased by more than 169 % compared to the 2019 figures. This is mainly due to the increase in our usage of propane gas, with its consumption rising by 385 % in 2020. This increase can be primarily attributed to the use of our kitchen facilities in RSVD, PDO PAC locations and other operational locations during the pandemic. Renaissance prepared thousands of meals for customers, COVID-19 isolation and quarantine centres, which predominantly have propane-fuelled kitchens to fulfill the increased catering requirements of the facility.

Electricity consumption



In 2020, our total indirect energy consumption, in terms of the electricity purchased from the grid reduced by 6%, when compared to 2019. This was mainly due to the lower occupancy across Renaissance Villages.

Building energy intensity

In 2020, our Renaissance Villages saw a 3 % decrease in the building energy intensity when compared to 2019, which is mainly attributed to the lower occupancy levels due to the prevailing COVID-19 restrictions.

Nevertheless, through continuous monitoring, improved efforts and increased emphasis on energy efficiency management, we seek to implement proactive



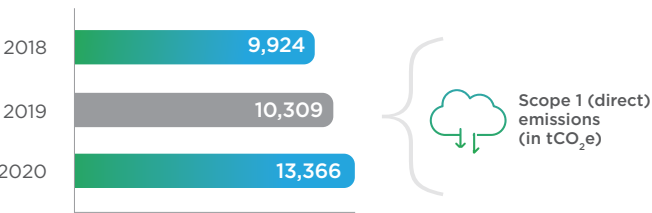
measures that help reduce our energy demand at all our operating locations in the coming years.

Accounting for our air emissions

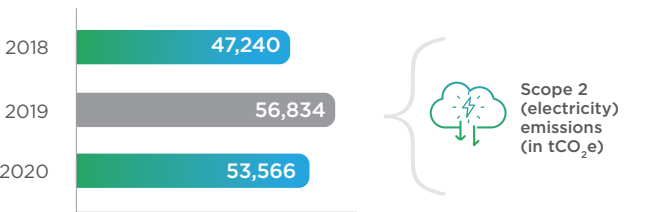
At Renaissance, we monitor our greenhouse gas (GHG) emissions from energy usage, electricity purchase

as well as methane emissions from the food waste generated at our sites.

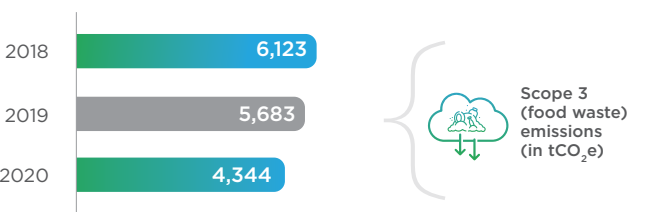
Trends in GHG emissions



Our scope 1 emissions (from the consumption of fuels such as propane gas, diesel and petrol) increased by almost 30% in 2020 compared to 2019. This was mainly due to the high consumption levels of propane gas in our kitchens to meet the additional catering requirements as part of Renaissance's COVID-19 relief efforts.



Our Scope 2 emissions (indirect emissions due to electricity consumption) decreased by 5.8% between 2020 and 2019. The decrease in emissions corresponds to the lower electricity consumption at our sites.

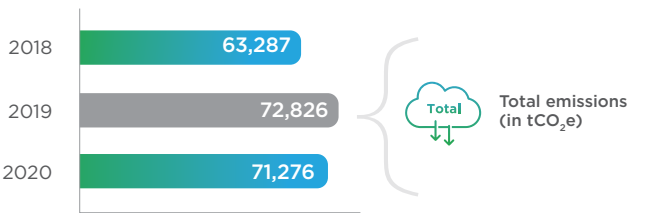


Note: Emissions from food waste were calculated using emissions factors from EPA Emissions & Generation Resource Integrated Database (eGRID)



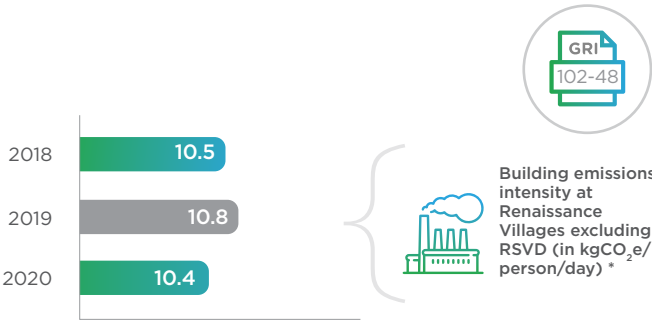
Total emissions

Our total GHG emissions include Scope 1, Scope 2 and Scope 3 emissions. Owing to changes in our operating procedures, curtailed operations and reduced occupancies during the COVID-19 outbreak, our Scope 2 and Scope 3 emissions reduced in 2020. Consequently, our total GHG emissions were marginally reduced by 2% when compared to 2019.



Building emissions intensity

Building emissions intensity (which measures the overall GHG emissions per occupant at our buildings) at Renaissance Villages saw a marginal reduction of 3.8 % in 2020 compared to 2019, due to the reduction in scope 2 and scope 3 emissions at our PDO PACs.



**As we continually seek to improve the accuracy and reliability of our reported data, we have restated our building emissions intensity data for 2018 and 2019.*

In 2020, the overall increase in energy consumption can be specifically attributed to our kitchen operations towards the critical COVID-19 relief efforts in providing essential meals to quarantine centres and our customers.

As we continue to grow our business, we seek to pursue opportunities and implement innovative solutions to reduce the overall GHG emissions generated at our sites.

Managing our waste

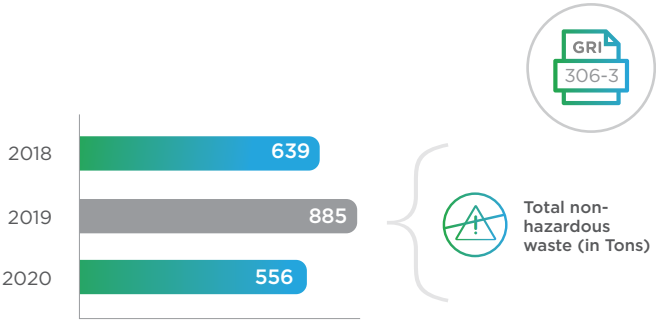
At Renaissance, we seek to manage our waste generated as part of our QHSE commitments. We have implemented a waste management policy at all our sites, which conforms to all the client requirements as well as local regulations on waste management. The generated solid waste is collected as per local regulations and is handed over to the municipal authority for disposal.

Some of the key areas we focus on include low impact packaging, controlled food production, and reduction of food waste during cooking and consumption.

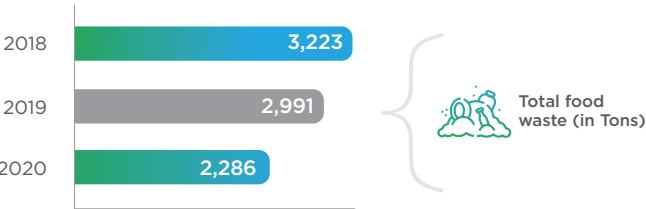
We prioritise our efforts to rethink, reduce and recycle the waste within our operations. In addition, we also aspire to engage with local government entities to identify new opportunities to reduce the amount of waste sent to landfill. Further information on the proactive measures that have been taken for managing waste can be found in the case studies on pages 97 - 99.



In 2020, the total non-hazardous waste generated greatly reduced by 37% to 556 tons, of which 28% was composed of paper and cardboard. This can be attributed to the curtailed operations across our sites with several locations remaining closed for a significant portion of the year and the lower occupancy at our Renaissance Villages (including RSVD).



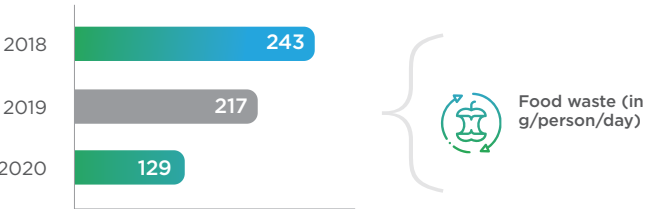
Food waste management



With catering as one of our main activities, we generate a significant quantum of food waste at our operation sites. However, despite the increased food consumption (due to the preparation of meals for COVID-19 relief

efforts) at our Renaissance Villages (including RSVD), we have managed to reduce our total food wastage by 24% in 2020 compared to the 2019 figures.

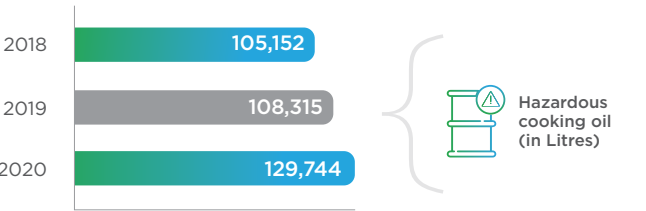
This was possible due to the numerous efforts taken in terms of responsible procurement, awareness creation and specific initiatives to address waste reduction from both, the food preparation end (i.e., in the kitchens) and the consumption end (i.e., in the diners). Please refer to page 97 for more information on the initiatives taken to reduce food waste.



Reducing the per capita food waste generation remains a key focus for us and we monitor the daily food waste generated per person. We managed to reduce our food waste in 2020 by 40% when compared to 2019. This

was primarily due to the fact that the majority of our customers were being served through parcelled meals and limited customers were served in our diners due to the COVID-19 restrictions.

Going forward, we will continue to work towards reducing the per capita waste generation by using innovative technologies and customer awareness measures on the importance of minimising wastage in the coming years.



In terms of the hazardous waste generated at our sites, the principal source is the used cooking oil, which is currently disposed of with the help of certified waste management agencies that use an oil recovery process to ensure that the waste oil does not make its way into

the natural environment. Please refer case study on page 98 for further details on the recycling of used cooking oil.

In 2020, our hazardous waste figures escalated by 20% over 2019. The rise in hazardous waste can be attributed mainly to the increased number of meals prepared as part of our contribution towards the COVID-19 relief efforts from March to September 2020, thereby resulting in an increased consumption of cooking oil to fulfil the catering requirements of the year.

Also, in the face of the COVID-19 pandemic, medical waste generation in the form of disposable PPEs, gloves and masks increased considerably across our operational locations. To prevent the spread of the virus among our staff members and customers, the generated medical waste was segregated and disposed as per government guidelines.

Going forward, we shall continue to explore the most effective opportunities to rethink, reduce and recycle all types of waste generated, to minimise our overall impact on the environment. In addition, with Renaissance foraying into the provision of MSW management solutions, we also intend to implement the learnings from our professional waste management services into our core operations.

Spotlight

Implementing 3R at Renaissance

As part of our commitment towards maximising resource utilisation and promoting circular economy principles, we aim to implement the best waste management practices. In this regard, in 2020 we continued to implement initiatives to ‘Reduce’ (minimizing the waste generated in our operations),

‘Recycle’ (converting waste into raw materials for other useful products), and ultimately ‘Rethink’ (thinking of alternate materials and processes, thereby eliminating waste creation and ultimately moving towards ‘zero waste generation’).

Case study

Reduce

Introducing more ‘Ready to Cook’ ingredients for kitchen waste reduction

In order to reduce kitchen waste - a major contributor to the overall food waste generated in our operations, we switched to the purchase of ‘Ready-To-Cook’ ingredients for the ease of food handling and preparation in 2019. This switch yielded results in the form of reduced wastage, savings in labour hours, and reduction in logistics, storage and material costs.

Furthermore, in 2020, we also introduced the use of liquid eggs for the preparation of baked goods and confectionary and Individually Quick Frozen (IQF) vegetables for the preparation of several

dishes on our current menu. The initial procurement was made for the kitchens at Renaissance Villages including RSVD, and the scope shall be stepped up to other operational sites as well.



Case study

Recycle

Used cooking oil to Glycerol

As part of our continued efforts to facilitate the recycling of used cooking oil, in 2020 we continued to divert used cooking oil from our kitchens, to be reused as a raw material in the manufacturing of Glycerol (a chemical used in pharmaceuticals). After being successfully piloted in RSVD in 2019, this initiative has also been implemented in other Renaissance Villages in 2020. A total of 35.68 MT of used cooking oil was sent to the approved vendor for recycling from our facilities.



Repurposing e-waste for facilitating remote working

With the prevalence of remote working conditions during the pandemic, about 25% of our employee workforce, who usually operate on desktop PCs at office locations, had to be provided with laptops to work remotely. However, procurement of these laptops had become a challenge, thereby creating a gap in acquiring the required infrastructure.

Therefore, our IT team refurbished an older inventory of laptops and desktops for our employees. The performance of the refurbished assets was also benchmarked based on usage and functional requirements to ensure their seamless work performance. As a result of this key initiative, we were able to recycle and refurbish a number of laptops and desktops, and this measure ensured the sustained levels of high productivity of our employees. Furthermore, by recycling the older electronics and putting them to good use, we were also able to reduce our e-waste footprint.



Case study

Rethink

Making our facilities 'greener'

We at Renaissance are cognizant of our environmental footprint. In addition to our management of energy, water and waste, we also implemented certain eco-friendly initiatives to reduce our footprint in 2020. At Renaissance Village Fahud, we repurposed discarded tyres as plant pots and built an aviary using plywood scrap.

Further, we also encouraged the increase of green cover in our operating locations. Our team at Renaissance Village Bahja, built a plant nursery to incubate saplings into grown plants, so that they can be replanted on the premises. Encouraged by the appreciation of the nursery at Bahja, our team

at Renaissance Village Nimr, started the 'Green Initiative Project' to sell saplings and plants to the residents and the general public.



Reducing our water use



At Renaissance, we are cognizant of the water scarcity that Oman faces as a country and we recognize our part to play in saving precious water resources wherever we can. Subsequently, we monitor and manage our water consumption and take sincere efforts to reduce its usage wherever possible, especially in water-intensive activities such as cooking, cleaning and washing processes. In particular, we align ourselves in contributing towards the national objective as put forth in the Oman Vision 2040 charter.

Also, to facilitate water supply at some of our operational sites, water is required to be transported from one location to another. This causes an additional burden on the environment as a result of GHG emissions from the transportation process.

Therefore, we aspire to embrace innovation in our water monitoring and management processes by introducing smart and advanced technologies that

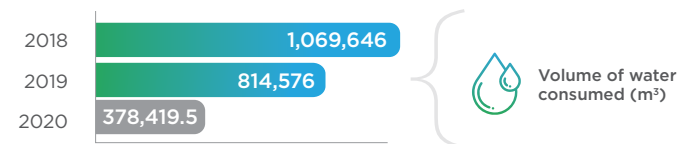
are water-efficient or that reuse water. For example, at RSVD, we operate sewage treatment plants (STPs) and use treated wastewater to irrigate our landscaping. We ensure that the wastewater at all our operating locations is discharged as per the local municipal standards.





We withdraw all the water that we consume from municipal sources and we monitor our water consumption at Renaissance Villages (including RSVD), Ministry of Health contracts and Wadi Kabir. In 2020,

our overall water consumption saw a significant drop of 54%, when compared to 2019. This can be attributed to the curtailed operations at some of our sites for a significant part of the year.



Building water intensity

Our performance metric for building water intensity saw an increase of 29% in 2020 over 2019, representing a significant increase in the intensity of our water usage at Renaissance Villages (excluding RSVD). This may be attributed to several of our residents (mostly consisting of employees of our Oil and Gas sector clients) at the Renaissance Villages, staying back in their accommodation during the day due to the closure

of operations at their place of work owing to COVID-19.

In the future, we will continue to explore opportunities to reduce our consumption of fresh water as well as increase the reuse of treated wastewater more effectively within our operations. We also aim to reduce our overall water demand and consumption through innovative technologies and modify our consumption behaviour by reemphasising the importance of water.



Case study

Installation of water-saving nozzles at Renaissance Villages

In 2019, we piloted the installation of water-saving nozzles in the hand wash areas of the diners at Renaissance Village, Fahud. This initiative essentially involved the installation of 25 low-flow nozzles, which release water at a lower rate for more efficient usage of water.

Following the successful implementation and realisation of the savings in water, this initiative was also implemented at several other Renaissance Villages (PDO PAC) locations in 2020. In total by 2020, we installed 139 nozzles at our facilities at Fahud, Nimr, Qarn Alam, Marmul and Bahja.



Our efforts towards environmental stewardship



Environmental stewardship to us is not just a matter of compliance, but also a position of leadership in the way we reduce our environmental impacts. We ensure strict adherence to our policies and environmental management practices. We also ensure that we meet all the environmental requirements mandated by the regulatory bodies, at all our operational sites.

As responsible corporate citizens, we also believe that we have an obligation to adopt proactive measures to manage the environmental impacts of our operations, and work closely with our clients and customers to help them reduce their impacts as well.

In 2020, Renaissance was neither fined nor faced any legal action due to non-compliance with local environmental laws and regulations or international environmental conventions at all our operating locations.




Our way forward

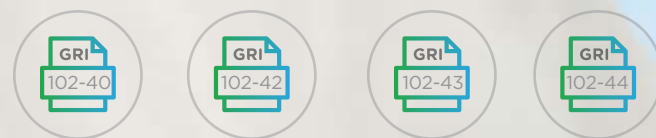
Going forward, we will continue to monitor and improve our environmental performance. To support our objective of a planned reduction in water, energy consumption and GHG emissions, we shall evaluate the overall viability of renewable energy technologies, and install more water and energy saving devices at our operating sites.

Furthermore, we also aim to implement a waste management strategy that will focus on minimizing the waste and help us in devising innovative solutions towards sustainable waste management across all our operating locations.





Appendix

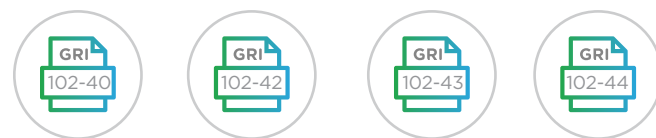


Stakeholder inclusiveness

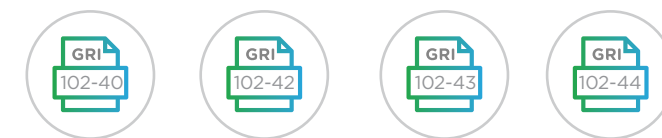
We consider our stakeholders as partners who help us achieve our strategic objectives. We value transparency in all our business activities and seek to foster trust through open and transparent communication with all our stakeholders. Continuous engagement with our stakeholders lays the foundation for the functioning of our business and is a precondition for the successful fulfilment of our values in all aspects of our activities.

We acknowledge the wide range of stakeholders across our value chains who are impacted directly or indirectly by our services and operations. To improve our stakeholder engagement, we continuously seek to develop new engagement channels and introduce improvements in our communication methods.





Stakeholder group	Engagement method	Material concern	Renaissance Services SAOG response to concern
Shareholders and providers of capital 	<ul style="list-style-type: none"> Annual report Quarterly reports Shareholder and investor meetings Website including social media 	<ul style="list-style-type: none"> Transparency Profitability ICV Market leadership and growth Return on equity 	<ul style="list-style-type: none"> Prudent financial management Encouraging local investment
Board of Directors 	<ul style="list-style-type: none"> In-person, by Executive Management, on a quarterly basis Periodic reports 	<ul style="list-style-type: none"> Company performance Risk management Safety culture 	<ul style="list-style-type: none"> Constant feedback during scheduled meetings
Customers and suppliers 	<ul style="list-style-type: none"> QHSE reports Quarterly customer service surveys Emails and meetings Brochures and advertising material Events and conferences Tenders and contracts Newsletters and social media 	<ul style="list-style-type: none"> Client satisfaction Net promoter score for customers Quality and efficiency of service Compliance Market presence Investing in long-term projects QHSE management 	<ul style="list-style-type: none"> Implementing changes requested through customer service surveys Development of quality objectives and customer satisfaction KPIs in line with ISO 9001 requirements Enhancement of procurement policies and supplier monitoring programmes
Employees and other workers 	<ul style="list-style-type: none"> Site visits Communications on policies, HSE and quality manuals Recruitment and training Emails and meetings Staff and union events Volunteer programmes Internal and external events Website and social media Internal newsletters 	<ul style="list-style-type: none"> Employee engagement and job satisfaction HSE management Wages and standards of living 	<ul style="list-style-type: none"> Investigations into employee concerns Enhanced accommodation facilities where possible Transparent remuneration policy Merit-based bonuses Training and competency development



Local communities 	<ul style="list-style-type: none"> Events and conferences SME interactions Training CSR programmes Advertising Website and social media 	<ul style="list-style-type: none"> CSR HSE management ICV 	<ul style="list-style-type: none"> Localisation and HSE programmes Training and continuous monitoring Continuous CSR activities Increases in year-on-year in ICV creation Increasing brand image and exposure
Industry peer groups 	<ul style="list-style-type: none"> Annual report Industry events 	<ul style="list-style-type: none"> Competency General HSE compliance challenges Client engagement Lack of standardisation Environmental targets Audit fatigue from multiple compliance standards 	<ul style="list-style-type: none"> Sharing of best practices during meetings and conferences
Regulators and government 	<ul style="list-style-type: none"> Compliance reports Annual report Events and conferences 	<ul style="list-style-type: none"> Transparency ICV HSE management Labour conditions 	<ul style="list-style-type: none"> Investment in long-term infrastructure Localisation and HSE programmes Exceeding compliance in the implementation of voluntary standards
Emergency Services 	<ul style="list-style-type: none"> Emergency drills 	<ul style="list-style-type: none"> Emergency preparedness HSE training Emergency response 	<ul style="list-style-type: none"> Internal drills Frequent HSE training Documented emergency response procedures

Our approach to materiality assessment



To ensure that we are adequately managing and monitoring all our material sustainability topics, we conducted a materiality exercise for Renaissance in 2020. Once the material topics are identified and prioritised, we report on these topics to inform our key stakeholders of our performance and our management approach to these material sustainability considerations.

As per the GRI Standards, the principle of materiality determines which relevant topics are sufficiently important that it is essential to report on them. The

materiality principle assesses topics against the following two dimensions:

- Significance of an organisation's economic, environmental and social impact
- Substantive influence on the assessments and decisions of stakeholders

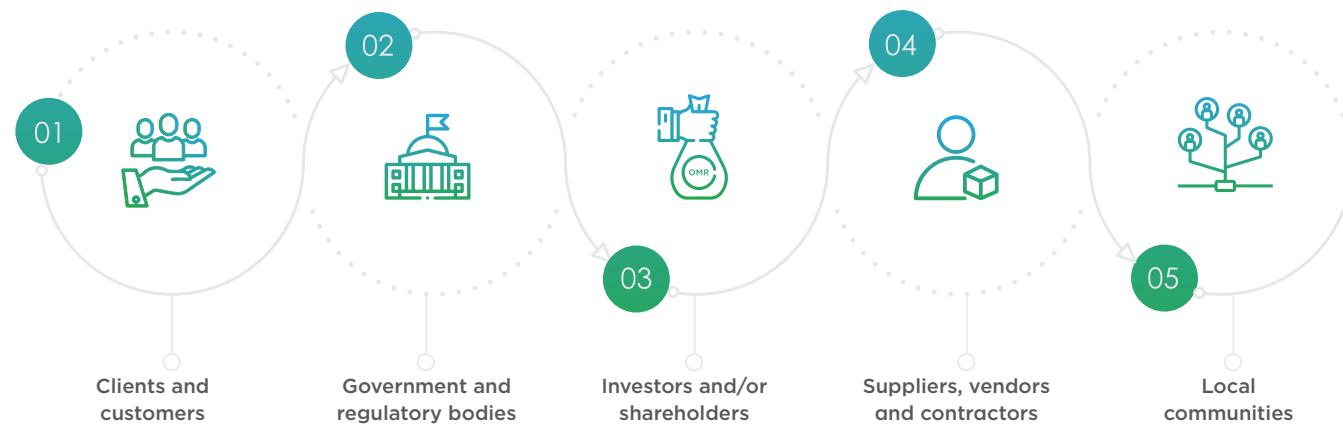
Therefore, engaging with internal and external stakeholders is a key part of the sustainability reporting process to obtain their perspectives to evaluate the relative importance of the sustainability topics.

External stakeholders wield significant influence on the long-term success of our business and operations. Therefore, it is imperative for us to identify and prioritise our external stakeholders in order to ensure a meaningful outcome towards understanding

their needs and catering to their rational expectations in a cognisant manner. Therefore, we identified and prioritised our external stakeholders based on their influence on Renaissance versus their dependence on our operations as per the illustration below.



For the 2020 materiality assessment exercise, we identified and prioritised the following external stakeholders (in no particular order):



However, since it was not possible for us to conduct an extensive engagement with the prioritised external stakeholders, the internal stakeholders (who frequently

engage or interact with the prioritised external stakeholders as part of our business operations) provided their perspectives.

Process for defining the material sustainability topics

Development of materiality plot

- The final ranking of each topic is depicted in the materiality matrix, which plots the outward impact of the sustainability topic on the larger environment, economy and society on the X-axis to the influence on the stakeholders' (both internal and external) decisions on the Y-axis of the plot

Outcome: Materiality plot for Renaissance

Prioritisation of the material topics based on outward impact on EES

- Stakeholder engagement (internal) was conducted to prioritise the material topics
- The 25 potential sustainability topics from the 'Identification' and 'Consolidation' stages were scored on a scale of 1-100 on the X-axis
- The prioritisation of the sustainability topics was based on the 'significant outward impact of the topic on the larger environment, economy, and society'

Outcome: Ranking of sustainability topics on the X-axis

Identification of sustainability topics

Potential topics were identified from:

- International guidelines like UN SDGs
- GRI Standards, GRI sector supplements, SASB standards, peer organisations, regional and national action plans
- Materiality process from previous reports

Outcome: Identification of more than 200 topics

Validate

- The list of prioritised material topics was reviewed and approved by the management of Renaissance and then mapped to relevant GRI topics and disclosures

Outcome: Validated topics for reporting in 2020

Prioritisation of the material topics based on influence on stakeholder decisions

- Stakeholder engagement (internal) was conducted to prioritise the material topics
- Internal stakeholders scored the 25 potential sustainability topics on a scale of 1-100, based on the influence of the topic on their own assessments and decisions
- Internal stakeholders also provided the perspectives of external stakeholders and scored the topics on a scale of 1-100 (based on the influence of the sustainability topic on the assessments and decisions of the prioritised external stakeholders)
- Prioritised the topics, as per their relevance to both internal and external stakeholders and arrived at the overall relative significance, by taking the average of the scores provided

Outcome: Ranking of sustainability topics as per influence on the assessments and decisions of internal and external stakeholders on the Y-axis

Consolidating the identified sustainability topics

The topics were filtered based on their relevance to Renaissance Group as per:

- International guidelines like UN SDGs
- National objectives/goals and organisational vision/strategy
- GRI standards, GRI sector supplements, SASB sector guidelines, industry and sector-specific guidelines
- Issues identified by international and regional peers

Outcome: Selected 25 potential sustainability topics

Materiality Plot 2020



GRI principles for defining report quality

To ensure the quality and consistency of the reported information, we have developed this report in accordance with the following GRI principles for defining report quality.

Balance: This report aims to provide a complete picture of our performance during the reporting period. It includes both our successes as well as the challenges that we have encountered during the period.

Comparability: We have ensured that the data provided within this report is comparable to the data presented in our previous reports. Also, the methodology used for compiling and representing the data was consistent with the methodology used in our previous reports. We have clearly described deviations (if any) along with the data reported.

Accuracy: The qualitative and quantitative data in this report was provided and signed-off by assigned internal stakeholders at Renaissance. We have adopted a multi-level review process, with respective departmental

managers reviewing and signing-off reported data to ensure accuracy and consistency.

Timeliness: This report provides an overview of our performance during the calendar year 2020. This report is published along with our Annual Report, enabling stakeholders to review both financial and sustainability information within the reporting period.

Clarity: The information published in this report has been presented in a manner that is easy to understand for all the stakeholders. We have clearly described our data collection and calculation methodology where relevant.

Reliability: We have adopted an internal review mechanism to ensure that the data and information presented in this report are accurate and reliable. Even though we currently do not seek external assurance of our reported data, we are confident of the information disclosed in this report.

GRI Content Index



“For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.”

GRI Standard	Disclosure	Details	Page number(s) in the report
GRI 101: Foundation 2016	GRI 101 does not include any disclosures		
General Disclosures			
GRI 102: General Disclosures 2016	Organisational profile		
	102-1: Name of the organisation	Our organisation at a glance	10
	102-2: Activities, brands, products, and services	Our competence Markets served Our sectors	12, 13, 16
	102-3: Location of headquarters	Our organisation at a glance	10
	102-4: Location of operations	Location of operations	17
	102-5: Ownership and legal form	Renaissance Services SAOG is an Omani publicly listed company (listed on the Muscat Stock Exchange)	10
	102-6: Markets served	Our competence Markets served Our sectors Location of operations	12, 13, 16, 17
	102-7: Scale of the organisation	Operation scale	14
	102-8: Information on employees and other workers	Our employee figures in 2020	55
	102-9: Supply chain	Our service offerings Our value creation model	15, 16
	102-10: Significant changes to the organisation and its supply chain	Our service offerings Our value creation model Spotlight: Update on the expansion of RSVD	15, 16, 38

	102-11: Precautionary Principle or approach	Adherence to international standards and conventions Demonstrate operational excellence as per world-class standards Compliance with relevant standards and conventions (including industry associations) Risk management	21, 22, 23
	102-12: External initiatives	Adherence to international standards and conventions Demonstrate operational excellence as per world-class standards Compliance with relevant standards and conventions (including industry associations) Risk management	21, 22, 23
	102-13: Membership of associations	Demonstrate operational excellence as per world-class standards Compliance with relevant standards and conventions (including industry associations)	21, 22
Strategy			
	102-14: Statement from senior decision-maker	Message from our CEO	06, 07
	102-15: Key impacts, risks, and opportunities	Risk management	23
Ethics and integrity			
	102-16: Values, principles, standards, and norms of behaviour	Our values Corporate governance Conducting business with ethics	17, 18, 19
Governance			
	102-18: Governance structure	Board of Directors Board of Directors at Renaissance Village Duqm (RSVD)	20, 21

Stakeholder engagement		
102-40: List of stakeholder groups	Stakeholder inclusiveness	102, 103, 104, 105
102-41: Collective bargaining agreements	Our employees in Oman are part of the Labour Union as per Omani Labour Law	59
102-42: Identifying and selecting stakeholders	Stakeholder inclusiveness	102, 103, 104, 105
102-43: Approach to stakeholder engagement	Commitment to satisfy our customers' expectations Stakeholder inclusiveness	48, 102, 103, 104, 105
102-44: Key topics and concerns raised	Stakeholder inclusiveness	102, 103, 104, 105
Reporting practice		
102-45: Entities included in the consolidated financial statements	The consolidated financial statements include all the following entities (continued operations): 1. Renaissance Subsidiary companies: Tawoos Industrial Services Company SAOC (TISCO), Oman; Renaissance Duqm Holding SAOC (RDH), Oman; Renaissance Integrated Facilities Management SAOC, Oman. 2. TISCO Subsidiary companies: Rusail Catering and Cleaning Services L.L.C, Oman; Renaissance Sager Environmental Solutions L.L.C, Oman; Renaissance Facilities Management Company SAOC, Oman; Renaissance Contract Services International L.L.C (RCSI), Oman; Al Wasita Catering Services L.L.C (Al Wasita), Oman. 3. RCSI Subsidiary company: Emirates Taste Catering Services Food L.L.C, UAE. 4. RDH Subsidiary company: Renaissance Duqm Accommodation Company SAOC (RDAC), Oman.	04, 05

	102-46: Defining report content and topic Boundaries	About this report Identifying our material sustainability topics Material topics for 2020 Our approach to materiality assessment Process for defining the material sustainability topics Materiality plot 2020	04, 05, 31, 32, 105, 106, 107, 108
	102-47: List of material topics	Identifying our material sustainability topics Material topics for 2020 Materiality plot 2020	31, 32, 108
	102-48: Restatements of information	Building emissions intensity	95
	102-49: Changes in reporting	About this report	04, 05
	102-50: Reporting period	About this report	04, 05
	102-51: Date of the most recent report	Our 2019 Sustainability Report was developed and published in 2020. Page number not applicable	-
	102-52: Reporting cycle	About this report	04, 05
	102-53: Contact point for questions regarding the report	About this report	04, 05
	102-54: Claims of reporting in accordance with the GRI standards	About this report	05
	102-55: GRI content index	GRI content index	109
	102-56: External assurance	We make every effort to self-validate and ensure the accuracy and authenticity of the reported data. We do not seek external assurance to enhance the credibility of our report in 2020	-

Material topics			
Economic topics			
Economic performance			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Our economic performance	46, 47, 48
	103-2: The management approach and its components	Our economic performance	46, 47, 48
	103-3: Evaluation of the management approach	Our economic performance	46, 47, 48
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed	Our economic performance	46, 47, 48
Local hiring (Market presence)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Creating a stronger local presence Our contribution to ICV creation Employment of local talent	80, 82, 83, 84, 85
	103-2: The management approach and its components	Creating a stronger local presence Our contribution to ICV creation Employment of local talent	80, 82, 83, 84, 85
	103-3: Evaluation of the management approach	Creating a stronger local presence Our contribution to ICV creation Employment of local talent	80, 82, 83, 84, 85
GRI 202: Market Presence 2016	GRI 202-2: Proportion of senior management hired from the local community	Employment of local talent	85

Local procurement (Procurement Practices)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Our contribution to ICV creation Growing local businesses - supporting local suppliers	82, 83, 84, 85
	103-2: The management approach and its components	Our contribution to ICV creation Growing local businesses - supporting local suppliers	82, 83, 84, 85
	103-3: Evaluation of the management approach	Our contribution to ICV creation Growing local businesses - supporting local suppliers	82, 83, 84, 85
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers	Growing local businesses - supporting local suppliers	84, 85
Environmental topics			
Energy			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Managing our environmental impact Monitoring our energy consumption	92, 93, 94
	103-2: The management approach and its components	Managing our environmental impact Monitoring our energy consumption	92, 93, 94
	103-3: Evaluation of the management approach	Managing our environmental impact Monitoring our energy consumption	92, 93, 94

GRI Standard	Disclosure	Details	Page number(s) in the report
GRI 302: Energy 2016	302-1: Energy consumption within the organisation	Monitoring our energy consumption	93
Construction and real estate sector supplement: Energy	CRE - 1: Building energy intensity	Building energy intensity	94
Water (Water and Effluents)			
GRI 303: Water and effluents 2018	303-1: Interactions with water as a shared resource	Reducing our water use	99, 100
	303-2: Management of water discharge-related impacts	Reducing our water use	99, 100
	303-5: Water consumption	Reducing our water use	99, 100
Construction and real estate sector supplement: Water	CRE - 2: Building water intensity	Building water intensity	100
Emissions			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Managing our environmental impact Accounting for our air emissions	92, 94, 95
	103-2: The management approach and its components	Managing our environmental impact Accounting for our air emissions	92, 94, 95
	103-3: Evaluation of the management approach	Managing our environmental impact Accounting for our air emissions	92, 94, 95
GRI 305: Emissions 2016	305-1: Direct (scope 1) GHG emissions	Trends in GHG emissions	94
	305-2: Energy Indirect (Scope 2) GHG emissions	Trends in GHG emissions	94
	305-3: Other indirect (Scope 3) GHG emissions	Trends in GHG emissions	94
Construction and real estate sector supplement: Emissions	CRE3: Greenhouse gas emissions intensity from buildings	Building emissions intensity	95



GRI Standard	Disclosure	Details	Page number(s) in the report
Waste			
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	Managing our waste	95, 96, 97, 98, 99
	306-2: Management of significant waste-related impacts	Managing our waste	95, 96, 97, 98, 99
	306-3: Waste generated	Managing our waste	95, 96
Environmental Compliance			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Our efforts towards environmental stewardship	101
	103-2: The management approach and its components	Our efforts towards environmental stewardship	101
	103-3: Evaluation of the management approach	Our efforts towards environmental stewardship	101
GRI 307: Environmental Compliance 2016	307-1: Non-compliance with environmental laws and regulations	Our efforts towards environmental stewardship	101
Social topics			
Employment			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Our employees – at the core of our resilient character An equal opportunity employer	52, 53, 54
	103-2: The management approach and its components	Our employees – at the core of our resilient character An equal opportunity employer	52, 53, 54
	103-3: Evaluation of the management approach	Our employees – at the core of our resilient character An equal opportunity employer	52, 53, 54
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	Our employee figures in 2020	55
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits provided to full-time employees	58

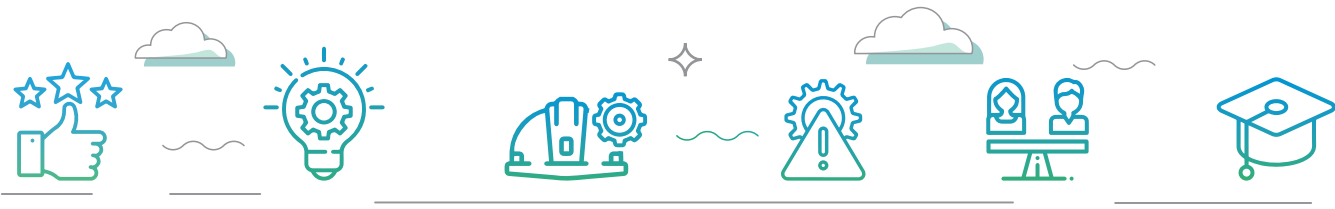
GRI Standard	Disclosure	Details	Page number(s) in the report
Occupational health and safety			
GRI 403: Occupational health and safety 2018	403-1: Occupational health and safety management system	Our approach to health and safety management	67, 68, 69, 70
	403-2: Hazard identification, risk assessment, and incident investigation	Hazard and Effect Management Process (HEMP)	72
	403-3: Occupational health services	Spotlight: Ensuring employee and customer safety amidst the COVID-19 pandemic Promoting a health and safety culture in our operations Hazard and Effect Management Process (HEMP)	69, 70, 72
	403-4: Worker participation, consultation, and communication on occupational health and safety	Promoting a health and safety culture in our operations Hazard and Effect Management Process (HEMP) Our safety training and awareness activities	72, 75, 76, 77
	403-5: Worker training on occupational health and safety	Our safety training and awareness activities	75, 76, 77
	403-6: Promotion of worker health	Safeguarding our employees' health and safety Spotlight: Ensuring employee and customer safety amidst the COVID-19 pandemic	67, 69, 70
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Ensuring world-class workplace health and safety Safeguarding our employees' health and safety	66, 67
	403-9: Work-related injuries	Our employee health and safety performance record	70, 71

GRI Standard	Disclosure	Details	Page number(s) in the report
Learning and development (Training and education)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Investing in the skill development of our people Skilling our employees amidst the pandemic Managing the efficacy of training and development Training and development of locals	59, 60, 61, 63, 86
	103-2: The management approach and its components	Investing in the skill development of our people Skilling our employees amidst the pandemic Managing the efficacy of training and development Training and development of locals	59, 60, 61, 63, 86
	103-3: Evaluation of the management approach	Investing in the skill development of our people Skilling our employees amidst the pandemic Managing the efficacy of training and development Training and development of locals	59, 60, 61, 63, 86
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	Investing in the skill development of our people Training achievements in 2020	59, 62
	404-2: Programs for upgrading employee skills and transition assistance programs	Skilling our employees amidst the pandemic Training and development of locals	59, 60, 61, 86
Diversity and equal opportunity			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	An equal opportunity employer	54
	103-2: The management approach and its components	An equal opportunity employer	54

GRI Standard	Disclosure	Details	Page number(s) in the report
	103-3: Evaluation of the management approach	An equal opportunity employer	54
GRI 405: Diversity and Equal Opportunity 2016	405-2: Ratio of basic salary and remuneration of women to men	An equal opportunity employer	54
Local community engagement (Local communities)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Creating a stronger local presence Our contribution to ICV creation Engaging with local communities	80, 82, 83, 84, 87, 88
	103-2: The management approach and its components	Creating a stronger local presence Our contribution to ICV creation Engaging with local communities	80, 82, 83, 84, 87, 88
	103-3: Evaluation of the management approach	Creating a stronger local presence Our contribution to ICV creation Engaging with local communities	80, 82, 83, 84, 87, 88
GRI 413: Local Communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs	Our contribution to ICV creation Engaging with local communities	82, 83, 84, 87, 88
Customer health and safety			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Our approach to health and safety management Ensuring the health and safety of our customers	67, 68, 69, 70, 78
	103-2: The management approach and its components	Our approach to health and safety management Ensuring the health and safety of our customers	67, 68, 69, 70, 78

GRI Standard	Disclosure	Details	Page number(s) in the report
	103-3: Evaluation of the management approach	Our approach to health and safety management Ensuring the health and safety of our customers	67, 68, 69, 70, 78
GRI 416: Customer Health and Safety 2016	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	Ensuring the health and safety of our customers	78
Socioeconomic compliance			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Corporate Governance Conducting business with ethics Risk management	18, 19, 23
	103-2: The management approach and its components	Corporate Governance Conducting business with ethics Risk management	18, 19, 23
	103-3: Evaluation of the management approach	Corporate Governance Conducting business with ethics Risk management	18, 19, 23
GRI 419: Socioeconomic compliance 2016	419-1: Non-compliance with laws and regulations in the social and economic area	Risk management	23
Emergency preparedness (Non-GRI topic)			
Management Approach	Explanation of the material topic and its Boundary	Our approach to health and safety management Our emergency preparedness	67, 68, 69, 70, 78, 79
	The management approach and its components	Our approach to health and safety management Our emergency preparedness	67, 68, 69, 70, 78, 79
	Evaluation of the management approach	Our approach to health and safety management Our emergency preparedness	67, 68, 69, 70, 78, 79
Non-GRI Disclosure	Number of safety drills conducted	Our emergency preparedness	78, 79

GRI Standard	Disclosure	Details	Page number(s) in the report
Innovation and technology (Non-GRI topic)			
Management Approach	Explanation of the material topic and its Boundary	Innovation as a key to efficient growth and resilience	43, 44, 45
	The management approach and its components	Innovation as a key to efficient growth and resilience	43, 44, 45
	Evaluation of the management approach	Innovation as a key to efficient growth and resilience	43, 44, 45
Non-GRI Disclosure	Number of innovations translated into practical solutions	Innovation as a key to efficient growth and resilience	43
Customer satisfaction (Non-GRI topic)			
Management Approach	Explanation of the material topic and its Boundary	Commitment to satisfy our customers' expectations Stakeholder inclusiveness	48, 102, 103, 104, 105
	The management approach and its components	Commitment to satisfy our customers' expectations Stakeholder inclusiveness	48, 102, 103, 104, 105
	Evaluation of the management approach	Commitment to satisfy our customers' expectations Stakeholder inclusiveness	48, 102, 103, 104, 105
Non-GRI Disclosure	Customer satisfaction survey	Commitment to satisfy our customers' expectations	48



Acronyms

Acronym	Definition
BI	Business Intelligence
CEO	Chief Executive Officer
CIEH	Chartered Institute of Environmental Health
CMA	Capital Market Authority
COBC	Code of Business Conduct
COVID-19	Coronavirus disease of 2019
CSR	Corporate Social Responsibility
EES	Environment, Economy, and Society
EMS	Environmental Management System
EPA	The United States Environmental Protection Agency
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
ESO	Environment Society of Oman
FAC	First Aid Case
FM	Facilities Management
FSMS	Food Safety Management System
GCC	Gulf Cooperation Council
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HABC	Highfield Awarding Body for Compliance
HACCP	Hazard Analysis Critical Control Point
HR	Human Resources
HSE	Health, Safety, and Environment
HVAC	Heating, Ventilation, and Air Conditioning
ICV	In-Country Value
IFM	Integrated Facilities Management
ILO	International Labour Organization
IoT	Internet of Things
ISMS	Information Security Management System
ISO	International Organisation for Standardization
IT	Information Technology
IVMS	Integrated Vehicle Management System
JV	Joint Venture
KPIs	Key Performance Indicators
L&D	Learning and Development

Acronym	Definition
L.L.C	Limited Liability Company
LTI/LTIs	Lost Time Injury/Lost Time Injuries
LTIF	Lost Time Injury Frequency
m ³	Cubic Meters
M&E	Mechanical and Electrical
MMR	Monthly Management Reports
MOH	Ministry of Health
MSX	Muscat Stock Exchange
MTC	Medically Treated Cases
MWh	Megawatt-hour
NTF	National Training Fund
OHS	Occupational Health and Safety
OJT	On-The-Job Training
OMR	Omani Rials
PAC	Permanent Accommodation for Contractors
PASI	Public Authority for Social Insurance
PCR	Polymerase Chain Reaction
PDO	Petroleum Development Oman
PPP	Public-Private Partnership
QA	Quality Assurance
QHSE	Quality, Health, Safety, and Environment
QMS	Quality Management System
RALI	Renaissance Accelerated Leadership Initiative
R-CAP	Renaissance-Competence Assurance Programme
RFID	Radio-Frequency Identification
RSVD	Renaissance Village Duqm
SAOC	Société Anonyme Omanaise Close
SAOG	Société Anonyme Omanaise Générale
SDGs	Sustainable Development Goals
SEZAD	Duqm Special Economic Zone Authority
SME	Small and Medium Enterprises
STP	Sewage Treatment Plant
TBTs	Toolbox Talks
tCO ₂ e	Tons of Carbon dioxide equivalent
TJ	Tera Joule
TRI	Total Recordable Injury
UAE	United Arab Emirates
UN	United Nations



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