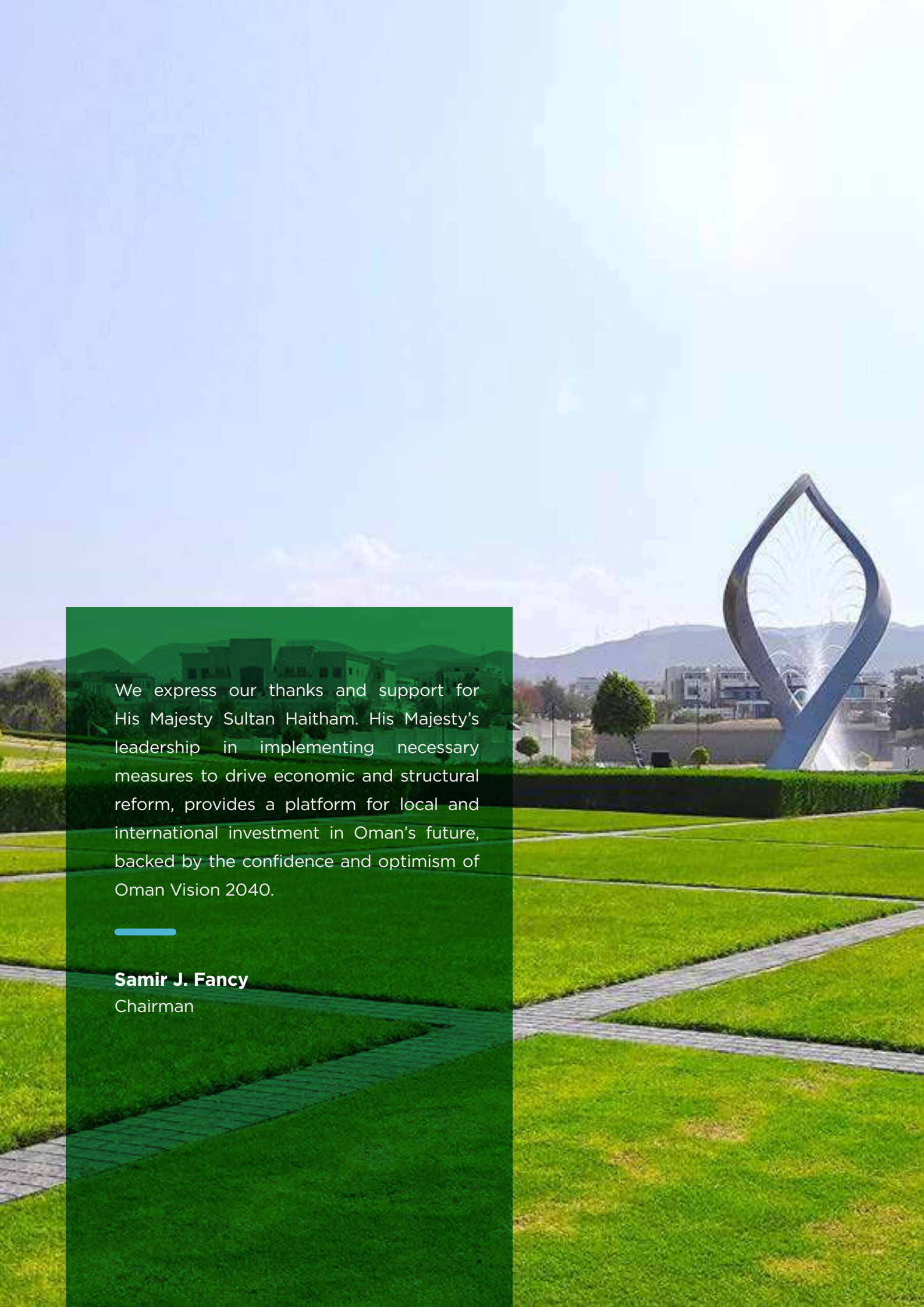


Sustainability Report

2021



We express our thanks and support for His Majesty Sultan Haitham. His Majesty's leadership in implementing necessary measures to drive economic and structural reform, provides a platform for local and international investment in Oman's future, backed by the confidence and optimism of Oman Vision 2040.

Samir J. Fancy
Chairman



His Majesty Sultan Haitham bin Tarik


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Contents

About this report	04
Message from our CEO	06
Our performance highlights of 2021	08
About us	10
Focus: Renaissance 2.0 - Recalibrating our strategic direction	24
Growing efficiently: Sustaining and transforming our business	36
Operating safely: Ensuring healthy and safe operations	78
Delivering locally: Caring for our communities	100
Planning green: Managing our environment	118
Appendix	138



About **this report**



Report Overview

It is our pleasure to present the eleventh annual Sustainability Report (referred to as the 'report') of Renaissance Services SAOG (referred to as the 'Company' or 'Organisation'). The report discusses our economic, environmental, social and governance performance, including our efforts to drive sustainable development through our business operations.

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 1, 2021 to December 31, 2021.





Reporting framework and topic boundaries

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 144 in the Appendix outlines the GRI disclosures made for 2021.

Unless otherwise mentioned, the data and information in this report cover Renaissance operations in Oman and the United Arab Emirates (UAE). For further information regarding the reporting boundaries of material topics, please refer to page 35.

This report also highlights our contribution to local and international sustainability agendas, such as the United Nations Sustainable Development Goals (UN SDGs) and the national priorities of Oman Vision 2040 (wherever relevant and applicable).

Information covered

This report covers information related to the management approach and performance on the issues that are most material to our business and our stakeholders. For more details on our material and other important topics, please refer to page 143.

The report also highlights several initiatives undertaken in 2021 that helped improve our operational efficiency and business performance on the sustainability topics.

Data collection and reporting approach

This report conforms to GRI's Reporting Principles that help define the report content and determine report quality. In particular, 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 2021, 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 141-142.

The data and information disclosed in this report were collected from relevant functional departments as per the data requirements of the GRI Standards. 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.

The report has not undergone external assurance. However, the data and information presented have been subjected to an internal review and self-validation process, to identify any potential inaccuracies while ensuring that the reported data is reliable. To establish the comparability of data, our performance in 2021 has also been evaluated against our performances over the past two reporting cycles.

Feedback and suggestions

The report has been developed in a way that caters to various stakeholders. 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

Renaissance's commitment to sustainability underpins our values and purpose upon which we drive continuous improvement in service, standards, performance and growth. Our pledge to a sustainable future is seen in our long-standing social and environmental leadership in our sector and the organisation's Environmental, Social and Governance (ESG) and impact investment agendas.

The theme of the 11th sustainability report, '2021: A year of transformation', reflects a significant year where we have transitioned from the 'response to recovery phase' and continued our journey toward sustainable growth, after a period of economic challenges under the impact of the COVID-19 pandemic.

We are proud of a decade of sustainability performance reporting and in 2021, we have continued on our journey with new achievements.



Competitively, our organisation has had a successful year. In 2021, we retained or extended major incumbent contracts. It was also a good year in terms of service diversification and winning new assignments. Our customers have also rated us highly in the NPS (Net Promoter Score) survey, which is testament to our customer-centric approach to contract management.

At the core of our business services lie our employees. During the year, we continued to attract and develop highly skilled employees capable of transforming our business and provided them with the necessary resources including training, mentoring and other unique opportunities to hone their skills, excel and progress towards larger roles within the organisation.

Digitalisation is one of the cornerstones of our business in our quest for operational efficiency. Through a continuous focus on innovation, we have improved the monitoring and reporting on several sustainability topics while gaining valuable experience in many areas that are at the intersection of business and technology.



At Renaissance, the health and safety of our stakeholders is our number one priority and are inseparable from our core corporate values of 'Caring' and 'Safety'. While, we took the utmost efforts to safeguard our workforce, during Q4 one of our employees faced a workplace injury that left us recording an LTI across our operational performance record.

We recognise that safety excellence is a continuous journey. As part of our efforts to uphold the highest safety standards, we will continue with our quest to build and sustain a positive safety culture for our workforce while ensuring zero levels of error, harm and loss.



We implemented several green initiatives during the year to optimise our operational efficiency and business process excellence while enhancing cost savings and resource utilisation. We achieved this through effective monitoring, measurement and smart utility management to track the energy and water consumption and by implementing 4R measures to minimise the waste (including food waste).



At Renaissance, we believe in positive impact investment and our CSR and ICV initiatives are aimed at nurturing a new generation of Omani leaders, businessmen and women. We employ close to 2,500 Omani colleagues and our ICV spend constitutes 61%. Under our CSR programme, Renaissance in partnership with Outward Bound Oman has supported over 700 young Omanis in developing their job, teamwork and leadership skills.

In 2021, we also kicked off the RALI programme, thereby welcoming a cohort of young Omanis for an intensive training module to equip them with the essential skills and on-the-job experience to groom them as future leaders. In addition, we also continued to support the government's efforts through the National Training Fund programme, thereby creating an indirect value chain by enhancing the national skills and employability of young Omanis.

RENAISSANCE 2.0

Renaissance 2.0

We are creating a platform for exponential growth through our strategy and plans for Renaissance 2.0; thereby setting the template for the next generation of the company by broadening our capabilities to turbo-charge strategy implementation, modernisation and growth. To provide the necessary impetus for the initiative, our leadership team has also determined key focus areas, which shall act as major game changers in streamlining our efforts towards devising a path for rapid growth.



Way forward

We are confident in our organisation's ability to grow as we discern the importance of preparing ourselves to adapt and act decisively in a rapidly changing world while creating value and wellbeing for all our stakeholders.

As we create a new future through Renaissance 2.0, we are poised to stand in good stead to capitalise on the benefits, not just in terms of profit but also towards developing a future-ready, green, digital and an innovative culture that will have a positive impact on customer experience, client efficiency, employee satisfaction, shareholder value and industry leadership.

Stephen R. Thomas

CEO



Our performance highlights of 2021

RO 98,627,000 in economic value distributed and **RO 11,208,000** in economic value retained



Scored a high **customer satisfaction rate of 94%**



Enhanced **transformational shift and value engineering** across the **supply chain** to facilitate effective **decision making**



Smart warehouse - Adopting digital technology and inclusion of new equipment to **optimise storage solutions and logistics processes**



Over 8,900 employees in Oman and UAE, with more than **30 nationalities** represented



Female employees made up **14%** of our **total workforce** and **8%** of our **senior management**



Delivered **8.3 hours of training** on average to **all employees**



QHSE smart automation: AEGIS 360 - Complete automated workflow solution to **facilitate QHSE audits and reporting**



Completed the transition from **ISO 22000:2005 to ISO 22000:2018 Food Safety Management System**



4.2 million safe working hours achieved for employees and contractors (since October 2021)



Zero fatalities during the reporting period



Recorded 2,208 STOP cards



Employees completed **over 29,100 hours of internal training** (through ILT and online LMS) on various **QHSE topics**



Growing Efficiently

Operating Safely



Delivering Locally



61% contribution to ICV in Oman



Sourced 65% of the total value of goods and services **from local suppliers** in Oman, with **14.2% procured from SMEs** in Oman



More than **2,450 Omani staff** employed in 2021



22% of senior managers hired from the **local community in Oman**



RO 29,331 invested in **external training of Omanis**

Planning Green



RSVD smart utility management – **IoT based metering solution** to track and **reduce energy and water usage**



Smart food waste management solution – real-time view of food waste by categories to **optimise packaging sizes and food production batches**



Generated **6% less total food waste** than in 2020



Recycled 20,000 litres of used cooking oil



About us

Renaissance Services SAOG is an Omani company, headquartered in Muscat and listed on the Muscat Stock Exchange (MSX). We are 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 and are now part of the MSX 30 Index.



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**

Services and solutions

We streamline our efforts to provide cost-effective services that meet international standards while delivering innovative and sustainable solutions that unlock human capital, optimise asset utilisation and drive economic well-being.

Spotlight

Renaissance celebrates 25th anniversary of IPO



Renaissance Services marked the 25th anniversary of its IPO in June 2021. To commemorate this milestone, our Chairman presented a memento to Haitham Al Salmi, CEO of MSX as a token of appreciation for their support on this journey.

“We take pride in being an investor-friendly organisation creating value for all shareholders. Renaissance is well-placed to drive growth as we continue to invest in the future”

Samir J Fancy,
Chairman

Core services



Soft facilities management



Hard facilities management



Integrated facilities management (IFM)



Accommodation solutions



Environmental and waste management solutions

Location of operations



Renaissance Headquarters:
Muscat, Oman

Workforce in Oman:
8,421



Operations:
Oman and UAE

Workforce in the UAE:
504

Renaissance in numbers



RO 109,835,000 generated
as revenue through sales



50+ million meals
served annually



8,925 people
employed



7.1 million bed-nights
provided in 2021



Net promoter
score of 94



4.2 million LTI free man-hours
since October 2021



Operates in 100+
sites across Oman



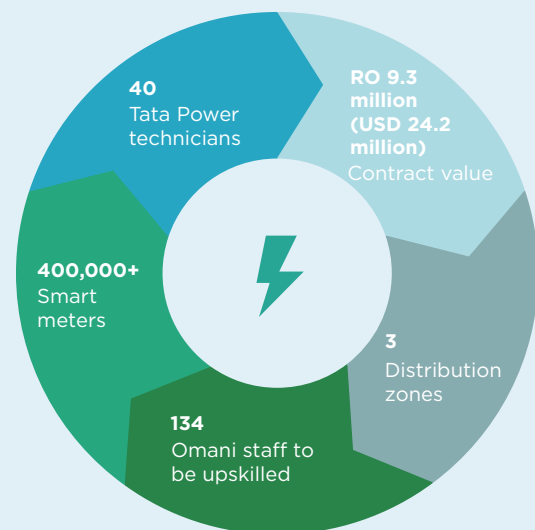
A few of our valued clients



Spotlight

Powering ahead - Renaissance awarded MEDC's smart meter rollout contract

Renaissance has been awarded Muscat Electricity and Distribution Company's (MEDC) RO 9.3 million (US\$ 24.2 million) contract to roll out 400,000 plus smart meters across the distribution company's all three zones. Renaissance edged out strong incumbents based on the efficiency of its technical and commercial solutions as well as high KPI achievement in its manual meter-reading contract with MEDC. Under the joint venture with Tata Power, India (the technical partner for the project), 134 Omani staff will be upskilled to install, connect and troubleshoot the smart meters.

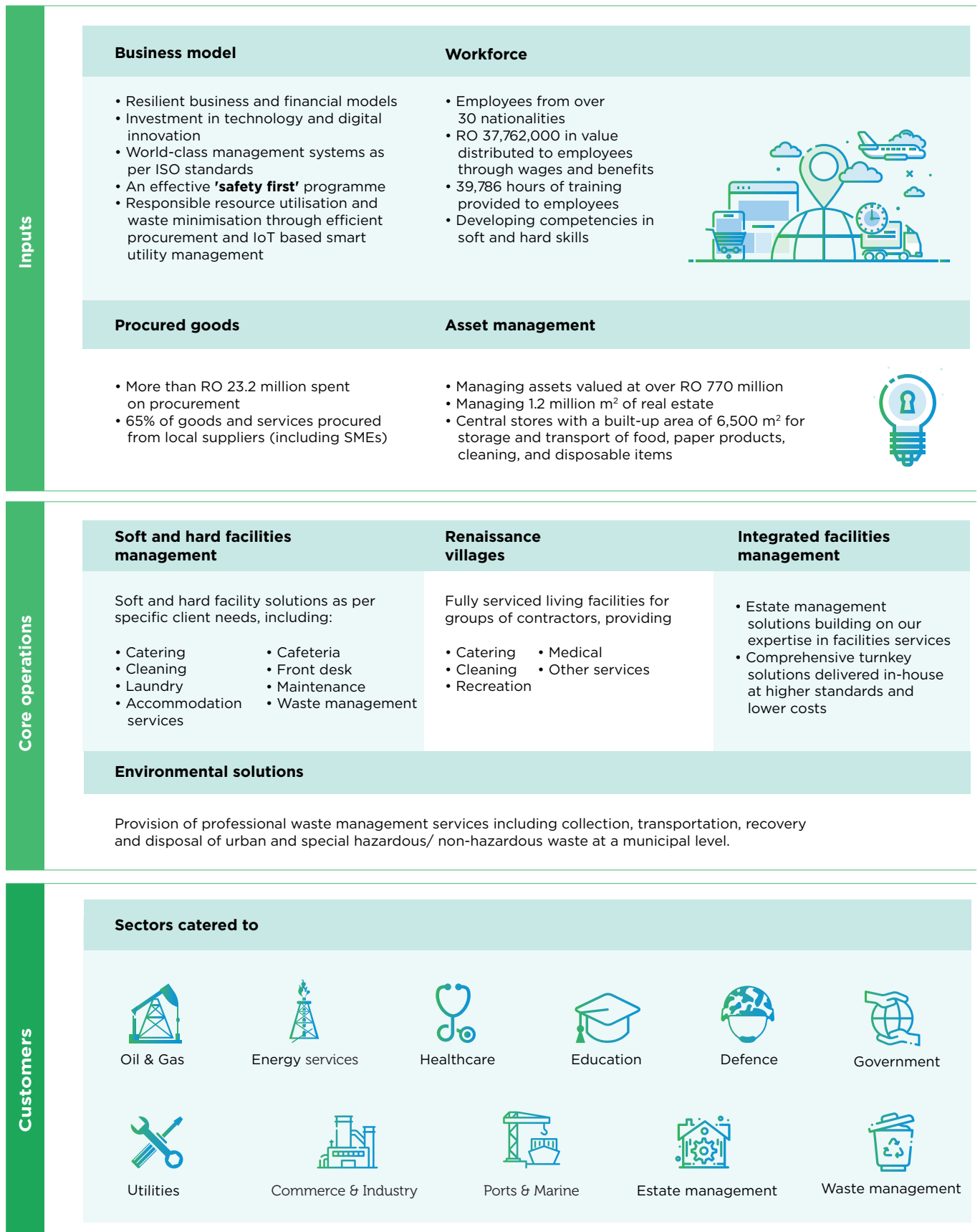


“This agreement builds on the existing strong relationship with MEDC, a strategically important and valued client partner for Renaissance.

The project is much more than automation. By hiring and upskilling Omani cadres, it also contributes towards capacity-building and Omanisation goals. Renaissance being chosen over other strong and experienced contenders is testimony to its successful track record in executing technical contracts efficiently and sustainably.”

Stephen R Thomas
CEO

Our value chain



Corporate Governance

At Renaissance, we recognise that transparency, disclosure, financial controls and accountability are pillars of any good system of corporate governance. As a public listed company on MSX, we comply with the Code of Corporate Governance provisions set out in the Capital Market Authority (CMA)'s guidance.

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

Although we do not have a formal board-level committee to manage our sustainability-related topics, this is largely covered by our CEO and the executive management team. The Board of Directors receives regular updates on our sustainability performance through Monthly Management Reports (MMR) as well as quarterly and annual Board meetings. The Board approves our In-Country Value (ICV) creation programmes and our Corporate Social Responsibility (CSR) budgets.





Board of Directors



Samir J Fancy
Chairman



Ali Hassan Sulaiman Al Lawati
Deputy Chairman



HH Sayyid Tarik bin Shabib Al Said
Director



Sunder George
Director



Hamad Mohammad Al Wahaibi
Director



Michael Brown
Director



Manish Doshi
Director (Outgoing)



Dr Lamya Al-Haj
Director (Incoming)

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

Our values and principles of conduct

Our value-based performance culture along with the principles of our Corporate Code of Business Conduct (CoBC) helps us to strive for excellence in accountability, integrity and ethical behaviour. All our

employees are bound by a set of common beliefs and values that they adhere to as part of their commitment to working with Renaissance.



Our organisation operates with zero tolerance towards bribery and corruption. Our employees are required to comply with our policies on anti-bribery, conflict of interest, whistleblowing and anti-fraud. We communicate these policies and procedures as part of our employee induction programmes. We also require

our suppliers and business partners to follow our code of conduct.

We encourage reporting on acts that violate our CoBC through our clearly defined grievance reporting mechanisms.

In 2021, there were no grievances related to violation of CoBC reported within our organisation.

Adherence to international standards and conventions

We strive to achieve excellence in every aspect of our business and aspire to meet international standards in quality, health, safety, and environment (QHSE) across our operations.

We conduct regular internal audits and carry out process improvements to ensure compliance within our organisation. In 2021, we conducted a total of 25

internal and 52 external QHSE audits. The findings, including all non-conformities, are discussed with the senior management and the operations teams every month.

In 2021, we conducted a total of 25 internal and 52 external QHSE audits.



Quality Management System (QMS)



Environmental Management System (EMS)



Food Safety Management System (FSMS)



Information Security Management System (ISMS)



Occupational Health and Safety Management System



Hazard Analysis Critical Control Point (HACCP)



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)

Spotlight

Ensuring data security through ISO 27001 Information Security Accreditation



Ensuring information security and maintaining a robust risk management framework is pivotal to our approach and underlines the trust we maintain with our customers and vendors.

Therefore, to ensure data security across our IT systems, we implemented and secured the ISO/ IES 27001:2013 certification in 2021, for developing an agile, robust and state-of-the-art information security management system (ISMS).

Meeting the standards for this certification required us to demonstrate an overall enhancement of our information security systems, following proven diligent processes, and maintenance of high standards. It is noteworthy to mention that Renaissance is the first company in the IFM

industry in Oman to gain this accreditation, which demonstrates the fact that our organisation has identified the risks, assessed the implications, and put systemised controls in place to secure information.

We are confident that this achievement will enable the effective governance and communication of IT security procedures, while increasing our security index and credibility as a market leader.

While we are currently implementing the ISMS industry best practices, we are also looking towards adopting other industry-wide practices such as COBIT for improving our overall IT governance in the coming years.



Risk management

Our Risk Management Policy and Risk Management Framework help us meet the CMA requirements, as well as manage the risks in our business processes and functions (with the least possible losses and challenges) through process reviews, approval procedures and controls.

We employ a risk-based management approach for our operations and the supply chain. Our organisation adheres to a preventative approach to continuous improvements in risk management, through various audits (internal and external) and inspections.

Our sustainability-related risks are identified and covered by each of our departments. These include QHSE risks across our facilities, corporate governance, our ability to attract and retain local talent, and compliance with local regulations.

In 2021, 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.



Spotlight

Using digital insights to enhance business ingenuity and excellence



From a business excellence perspective, we believe that it is equally important for us to monitor the competitive landscape and the changing consumer/ customer requirements, to stay ahead of the curve and maintain our existing market share by diversifying into different business streams.

Notably across the facility management sector, many organisations are focusing on igniting the movement of digital initiatives from within the company to outside - towards the clients to cater to their requirements. Therefore, as an organisation, this is an exciting business challenge and a commercial opportunity for us to take our business ideas forward and make our mark.

In this regard, we are currently evaluating some of our projects (e.g., our water management initiative) to assess their potential to be presented to our clients and the larger market as a commercial business opportunity to start new revenue streams.

We are also looking into other current and future-focused themes such as the development of smart buildings and smart cities to tap into new business opportunities and find new pathways to market our service offerings.

Enhancing our ICV impact through RSVD

The development of our flagship project, RSVD - a workforce accommodation solution at Duqm Special Economic Zone Authority (SEZAD), is our single largest investment to date with an outlay of over RO

100 million. Ever since its genesis, RSVD has been a leader in providing premium and full-service remote work accommodations for the workforce, projects and businesses.

Key outcomes



Building world-class infrastructure and liveable cities



- RSVD represents a transformational accommodation strategy that establishes a new standard in providing a safe, healthy and friendly residential solution for all levels of employees
- RSVD acts as an enabler for Oman's vision of creating a smart city on its eastern seaboard.



Ensuring balanced development of Oman's governorates



- RSVD brings direct and indirect contribution to local development in terms of sustainable economic growth and opportunities



Enhancing community health and wellbeing



- RSVD provides health, safety and wellbeing for front line workers including those coming from the poorest of backgrounds.



Preserving environmental sustainability



- RSVD incorporates green practices in its design, development and operations that are aligned to the environmental objectives of Omani and global agencies.



Key highlights

Total built-up area 180, 891 m²	Total land area 192, 840 m²	Total investment RO 100 million
Total bed capacity over 22,500	ISO 9001:2008 2008 certified	HACCP standard
ILO accommodation standards	QA and HSE accreditations	Delivered with the Renaissance Ethos: Safe, efficient, green, local

Key attributes



Green initiatives include

Sensor for corridor lights	Reuse of STP water for toilets	Improved thermal insulation
EMFIL Construction	Solar streetlights	Smart monitoring and control solutions

For further details please visit www.duqmville.com

Case study

RSVD hosted world tent-pegging event for guests



Renaissance marked its presence at the International Tent Pegging Championship held in Duqm in December 2021.

RSVD signed an agreement with the International Tent Pegging Federation to be the Silver Sponsor of the championship, which saw close to 500 people attending, including participants from 20 countries over a span of three days.

In addition to hosting many attendees and participants, as the Silver Sponsor, RSVD also provided complimentary accommodation for around 150 members of the event's contingent.

Case study

Sustainability at its core



The solar LED street lighting initiative in the RSVD Expansion zone is among the many energy-efficient and sustainable solutions that are being implemented across Renaissance's operations.

As many as 166 solar panels have been installed and positioned at angles to capture maximum sunlight for high illumination. Motion sensors ensure that the self-managed streetlights (that are set on energy-saving mode) trigger full illumination, only upon detecting human or vehicular movement.

Case study

A 'smarter' RSVD



With RSVD operating at high occupancy levels, serving our customers efficiently can become challenging at times. In order to better equip ourselves, we introduced the smart solution of maintaining information dashboards to obtain real-time data on critical information such as occupancy levels, electricity and gas consumption, and water storage capacity of the facilities.

In addition, as part of our efforts towards smart utility management, we have deployed an IoT based metering solution to track and reduce the energy and water usage at the facilities. This information helps us enhance the operational efficiency of the RSVD processes, as well as help our staff plan for contingencies (such as unexpected interruptions to ongoing operations).



Focus: Renaissance 2.0

Recalibrating our strategic direction

Having been a public listed company for the past 25 years, we at Renaissance have achieved significant milestones over the last two decades of our profitable operations demonstrating excellence across our business offerings; whilst ensuring the highest environmental and safety management standards as well as caring for our people including contributing to local community wellbeing.

However, to continue our success story, we take into cognisance that many paradigm shifts are occurring due to the various global drivers, megatrends, upcoming regulations and evolving stakeholder needs which can affect the nature and landscape of the sectors that we operate in.



As a consequence of such transitions, we place a higher emphasis on the need for a periodic review and revamp of our business strategy to achieve consistent growth while delivering sustainable value in line with the objectives of Oman Vision 2040.

Subsequently, Renaissance 2.0, our new strategic initiative, was conceptualised to drive business transformation through our strategy and plans to deliver exponential growth, as well as incrementally advance the organisation to the next level by imbibing innovative ideas while building on our existing strengths.

For the 2.0 strategy formulation, the senior management along with the Board deliberated on its key objectives, components, initiatives, implementation plan, etc. Strategic decisions were taken to facilitate organisational changes, including broadening capabilities to boost strategy implementation and modernisation.

Positioned as the engine for our future, Renaissance 2.0 places emphasis on developing future-focused service offerings delivered by young, diverse, and predominantly Omani talent; propelling digital innovation; sustainable environmental impact; ethical, competitive supply chains; operational efficiency; and market-leading customer experiences.

To provide the necessary impetus for the initiative, our leadership team has determined key focus areas, which shall act as major game changers in streamlining our efforts towards devising a path for rapid growth: a

- Organisation change – releasing the talent, energy and commitment of great people

- Finding the right future-focused CORE projects (focusing on adapting our existing organisational processes to external industry disruptions while maintaining the current business model) and EDGE projects (new moonshot businesses, powered by young imaginations, creating future enterprises that may match Renaissance in scale within five years), inside and outside the parent company.
- Attracting fantastic talent to lead the future, ensuring diversity, equality and inclusivity (including forming a Youth Shadow Board made up of people within and outside Oman who will provide reciprocal mentoring back-to-back with Board members).
- Focusing and multiplying existing efforts on: The green agenda (net-zero, renewables, circular economy); innovation; communication; data analytics and internal transparent information sharing; digitalisation (internal and as a business for our customers); technology (IT, AI, automation, robotics); supply chain innovation

In addition to Renaissance 2.0, we shall also pursue other initiatives in our project prioritisation, including IFM outsourcing, worker accommodation, waste management, utilities and other Public-Private Partnership (PPP) projects. Against this background, we shall continue to strengthen our capabilities in line with our strategy for continuous improvement of Renaissance service offerings:



**Life-cycle value
IFM**



**Optimum worker
welfare**



**Responsible green
environment**



**Positive local
impact**



**Future-focused
innovation**



Over the years we have demonstrated our belief that people, planet and profits are not mutually exclusive. As we create a new future through Renaissance 2.0, going forward, we are confident in our company's ability

to grow as we discern the importance of preparing ourselves to adapt and act decisively to meet future needs.

Case study

The 10X thought process



Renaissance is getting future-ready. Our organisation's Board held strategy sessions on innovation and a 10x thought process, which were conducted by renowned futurist Tariq Qureishy.

The discussions, attended by Renaissance's top leadership and managers, centred on achieving exponential growth through transformational methodologies.

Spotlight

Revamping our Communications strategy



In 2021, Renaissance undertook a strategic refresh exercise to develop a company-wide Communications strategy to realise and build on our leadership role, achieve business development goals, and subsequently drive our brand further through the implementation of engagement, awareness, impact and outreach programmes.

In light of the same, we undertook several initiatives during the year to steer internal and external engagement by developing thought leaderships and inspiring stories that tap into several compelling business themes (e.g. worker welfare, sustainability, safety, ICV and Omanisation, innovation and technology, supply chain, etc.) to build mindshare across the stakeholders and narrate the Renaissance story.

We showcased them through various communication channels (including media reports, blogs, social media posts, newsletters, video interviews, etc.) to foster and create a unified communication and messaging strategy that ties in with our values, ethos and commercial objectives to build our reputation as a national private sector leader.

As part of revamping our Communications strategy, some of the key initiatives that we undertook include:

- Revamping our website
- Publishing periodic articles on major performance achievements across the year in the media section of our website
- Fortnightly internal newsletters - 'ReConnect' and monthly external newsletters - 'People First' to provide updates, promote several organisational events, achievements and create awareness on relevant sustainability topics
- Social media posts (including puzzles and quizzes), and videos with key updates on our service offerings, initiatives and programmes on our official Twitter handle, Instagram, LinkedIn and YouTube accounts
- Social media campaigns on "#25yearsonMSX - Board of Directors series", "#LiveWell" and "#SafetyStartsWithMe" to promote knowledge, perception and reiterate the importance of health and overall wellbeing among people (as they returned to work after the peak of the pandemic)
- Blogs on Renaissance's perspectives, insights and takeaways on key sustainability issues



**PEOPLE
FIRST**

ReConnect
The newsletter of the Renaissance family

Revamping the internal and external newsletters helped build a deeper connection with employees and external stakeholders, thereby encouraging constructive dialogue between teams, departments, and people while promoting company initiatives and their positive impact on relevant businesses.

Further, the company blogs, features and advertorials have amplified our organisation's successes, approaches, innovations, industry-leading practices; and more importantly how Renaissance cares for its people and the workforces it serves.

Driving corporate excellence through sustainability management

Sustainability is a key element of our corporate culture and our approach remains aligned to the four pillars of our Ethos - Efficient, Safe, Local and Green, which forms the basis of our sustainability plans and programmes.

As an entity in the services sector, we stay committed to creating long-term value and a positive impact for all our stakeholders, while operating responsibly. During the year, we have implemented several initiatives to optimise our operational efficiency and business process excellence, as well as improve the monitoring

and reporting on sustainability topics within the organisation.

Furthermore, our updated strategy - Renaissance 2.0 recognises that the good of the past falls woefully short of the urgent needs of the future.

Some of the transformative initiatives as part of the vision and strategic direction for Renaissance 2.0 include the formation of a dedicated ESG Board Committee to oversee and accelerate the ESG agenda (in order to give the subject, the profile and the priority

it requires); and the development of a sustainability team to plan a clear path for achieving net-zero within an agreed science-based time frame.

We recognise the potential that renewable energy technologies offer, in terms of lowering our overall carbon footprint. Thereof, climate change and the use of alternatives will be key drivers in all that we do in the coming years, to achieve our long-term objective of a low carbon future.

We have long measured our efforts to reduce waste (including food waste) within our operations. Therefore, targets shall be defined to ensure that all our waste is handled positively in a circular economy, among our own and as well as our clients' operations.

Furthermore, through Renaissance 2.0, we shall broaden our capabilities to turbocharge strategy implementation to develop a future-ready, green, digital, and an innovative culture that will have a positive impact on our corporate governance, as well as the larger environment, economy, and society (EES).

As we continue to advance our sustainability journey, we remain committed to improving the management and performance of our sustainability systems for better alignment with global expectations and benchmarks.





Ethos Pillar	What does this mean to us?	Why is this important to us?
 <p>Growing efficiently</p>	<p>Growing and working efficiently</p> <p>Our strategic priority is to grow our market presence and diversify our services, basing our decisions on the principles of transparency and good governance, while focusing on cost efficiency and operational excellence.</p>	<ul style="list-style-type: none"> • Ensure continuous improvement in the quality and effectiveness of our services • Create value through diversification of our business portfolios • Invest in our employees to enhance their direct and indirect impacts
 <p>Operating safely</p>	<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"> • Maintain high standards of safety within our operations to promote employee morale and ensure effectiveness • Meet client expectations and enhance customer satisfaction
 <p>Delivering locally</p>	<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
 <p>Planning green</p>	<p>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>	<ul style="list-style-type: none"> • Ensure compliance, create avenues for cost reduction and enhance our contribution towards environmental stewardship

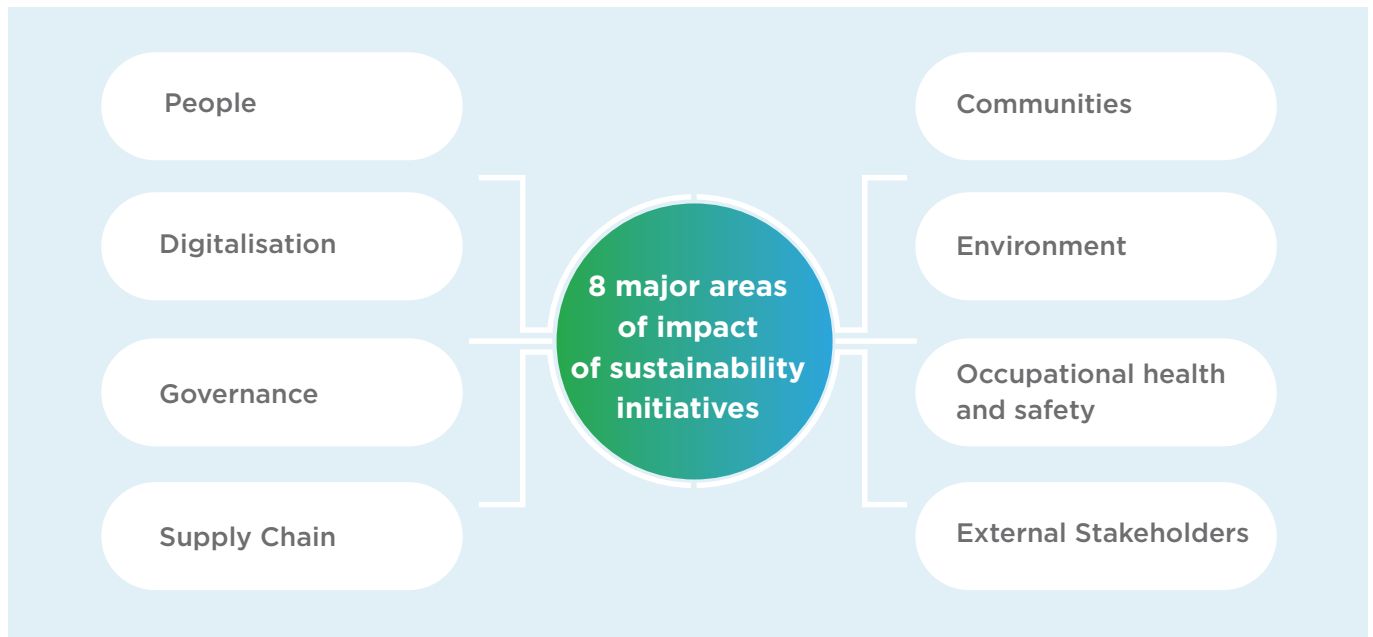
Alignment with SDGs	Alignment with national priorities as per Oman Vision 2040
	<ul style="list-style-type: none"> • Economic diversification and fiscal sustainability • Economic leadership and management • Labour market and employment • Education, learning, scientific research and national capabilities • The private sector, investment, and international cooperation
	<ul style="list-style-type: none"> • Development of governorates and sustainable cities • Health • Well-being and social protection
	<ul style="list-style-type: none"> • Citizenship, identity and national heritage, culture • Environment and natural resources • Education, learning, scientific research and national capabilities
	<ul style="list-style-type: none"> • Environment and natural resources

Our sustainability initiatives and five-year implementation roadmap

Renaissance is committed to playing an active role in contributing to the sustainable development of Oman, as well as creating a lasting legacy in all its operating locations. Therefore, we have developed a five-year sustainability roadmap within initiatives and targets to guide us on our sustainability journey. Subsequently, every year we implement several initiatives across each

pillar of our Ethos to expand the sustainability gambit across our business operations.

Based on a five-year roadmap developed for the period 2019 – 2023, we identified 22 initiatives aligned to eight areas of impact for Renaissance to enable us to advance our sustainability agenda.



As we strive to demonstrate leadership in sustainability, our performance across these initiatives enables us to manage existing as well as potential ESG-related risks and opportunities; create more awareness of

sustainability topics; and assess and disclose the impacts on our organisation and stakeholders more effectively.

Status update on 2021 initiatives

Establish training programmes to enhance awareness of sustainability and ESG topics:

At Renaissance, we recognise that sustainability cuts across many aspects of our organisation. Thereof, we focus on enhancing our employees' proficiencies by facilitating knowledge transfer and awareness through relevant training and development programmes on several sustainability topics such as health and safety, environmental awareness, food safety, etc.

By doing so, we endeavour to create a sustainability management culture among employees and enable a smooth integration of sustainability practices within their day-to-day tasks and business decisions. Please

refer to pages 71 - 74 for further details on the nature and type of training programmes.

Implement digital solutions to support asset maintenance and resource conservation:

As we grow our business and strive to reinvent our organisation for the future, we are vigorously enhancing the deployment of several digital transformation measures across our business operations, including the implementation of digital solutions to support preventive asset maintenance and resource optimisation. Please refer to pages 40, 122 - 123, 127 and 136 - 137 for further information on the smart measures implemented.

Integrate existing and planned QHSE ISO standards:

At Renaissance, we continually seek to raise our health, safety and environmental management standards. In 2021 we completed the transition of our food safety management system from ISO 22000:2005 to ISO 22000:2018. We also secured the ISO 27001:2013 certification for developing a state-of-the-art information security management system (ISMS).

Furthermore, we have begun the transition to implement an Integrated Management System (IMS) - a single, comprehensive, harmonised and smart management system to optimise the documentation of the ISO standards and to improve the overall efficiency. For further details on this initiative, please refer to page 83.

Integrate ESG topics into existing risk and opportunity assessment process:

Over the years, Renaissance's pledge to create a lasting imprint towards sustainable business management has been evident by way of our long-standing ESG leadership in our sector, along with the preventative approach to continuous improvements in sustainability and ESG risk management.

As we shape our Renaissance 2.0 strategy to embark on a journey that will beget attractive business opportunities, we also acknowledge the challenges and associated risks that these new avenues may bring about. Therefore, we are committed to deploying a proactive and dynamic stratagem to consider the integration of relevant ESG themes and sustainability tenets within our risk and opportunity assessment process.

The below illustration outlines the sustainability initiatives planned to be implemented for the period 2022 - 2023.



Going forward we will continue to actively monitor the progress of our planned initiatives as per the roadmap, 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.

Following the same footsteps, in 2021, we conducted the materiality assessment exercise with our internal stakeholders. In addition, we 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 table in the next section 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).

Besides 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 138 - 142.



Material topics for 2021



Material topics for 2021	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	Clients, shareholders, government, regulators and employees	Efficient
Customer satisfaction	Non-GRI	Non-GRI Disclosure	Renaissance Villages	Clients, shareholders and customers	Efficient
Digitalisation and automation	Non-GRI	Non-GRI Disclosure	Renaissance Services SAOG	Clients, shareholders, regulators, suppliers, employees and customers	Efficient
Food quality and nutrition	Non-GRI	Non-GRI Disclosure	Renaissance Services SAOG	Clients, shareholders, government, regulators, suppliers, customers and industry peers	Efficient, Safe
Employment	Employment (GRI 2016)	GRI 401-1	Renaissance Services SAOG	Clients, shareholders, government, regulators, employees and local communities	Efficient
		GRI 401-2			
Occupational health and safety	Occupational health and safety (GRI 2018)	GRI 403-9	Renaissance Services SAOG	Clients, shareholders, government, regulators, employees, contractors and industry peers	Safe
Customer health and safety	Customer health and safety (GRI 2016)	GRI 416 -2	Renaissance Services SAOG	Clients, shareholders, government, regulators, suppliers, customers and industry peers	Safe
Emergency preparedness	Non-GRI	Non-GRI Disclosure	Renaissance Services SAOG	Clients, shareholders, government, regulators, suppliers and employees	Safe
Local procurement	Procurement practices (GRI 2016)	GRI 204-1	Renaissance (Oman)	Shareholders, regulators, suppliers and local communities	Local
Local hiring	Market presence (GRI 2016)	GRI 202-2	Renaissance (Oman)	Clients, shareholders, regulators, employees and local communities	Local
Waste	Waste (GRI 2020)	GRI 306-3	Renaissance (Oman)	Clients, shareholders, government, regulators, suppliers, employees, customers and local communities	Green

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






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

* Renaissance Villages - Five Permanent Accommodation for Contractors (PACs) at PDO sites in Oman, excluding RSVD.



Growing efficiently: Sustaining and transforming our business

Ethos Pillar: Efficient

Material topics	<ul style="list-style-type: none"> • Economic performance • Customer satisfaction • Digitalisation and automation • Food quality and nutrition • Employment 	Alignment with UN SDGs <div>      </div>	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 • Labour market and employment • The private sector, investment, and international cooperation • Health • Well-being and social protection
Other topics covered	<ul style="list-style-type: none"> • Learning and development • Inclusion, diversity and equal opportunity • Innovation 		

Leading from the future for a better tomorrow: From transition to transformation

Efficiency is the cornerstone of our business and a crucial target we strive towards. We focus on delivering key strategic outcomes for the sustained growth of our business through dedicated and motivated people, thereby creating value for all our shareholders.

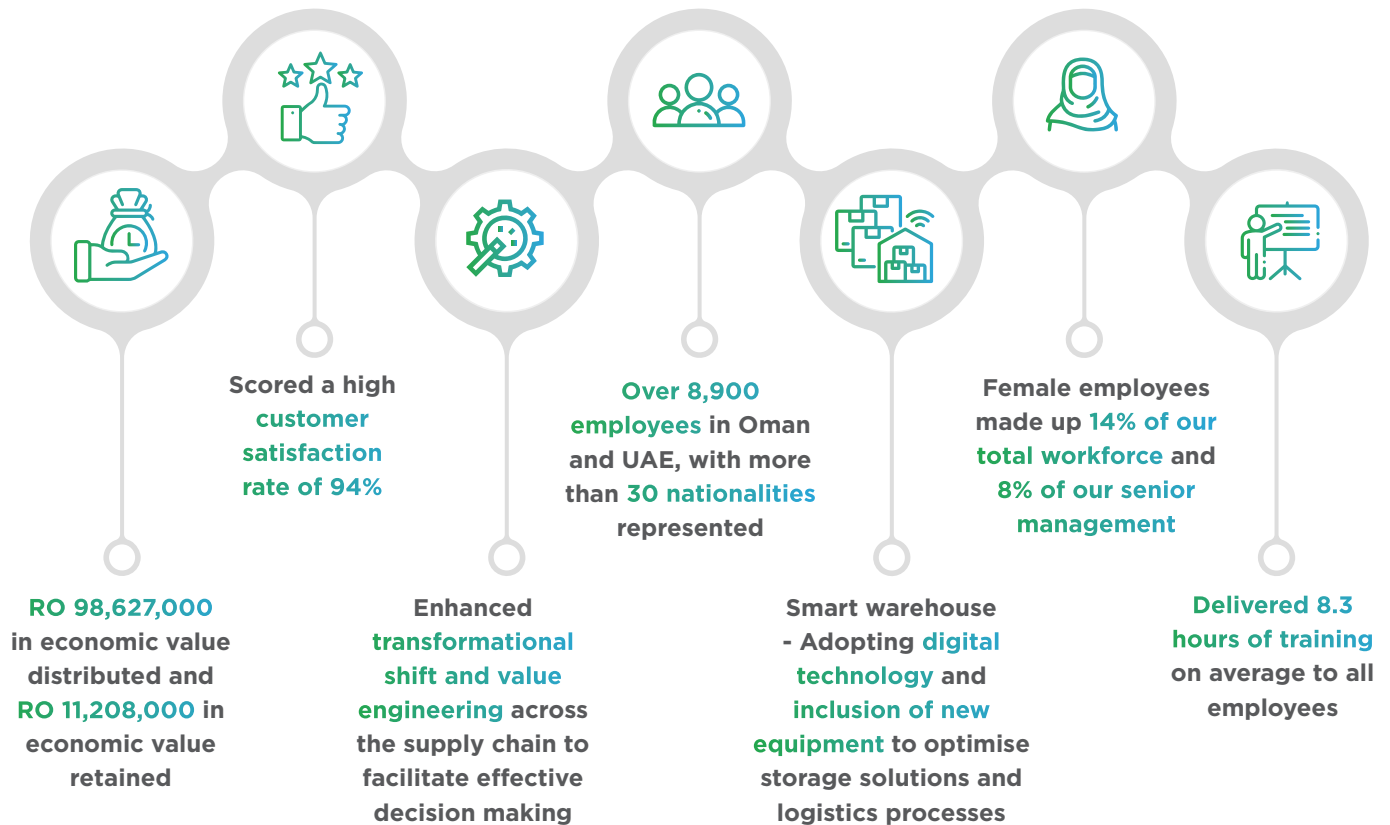
2021 has been a year of transition as global, regional, and national economies move to a new normal of living with a controlled COVID-19 scenario and lower oil prices. We returned to a semblance of normal business, balanced with the continuation of precautionary measures.

The numbers of people we serve or accommodate – patients, soldiers, students, workers, and others – have increased as the year progressed, but remain below pre-pandemic levels. At the end of 2021, we have absorbed the legacy of cost and best practices for dealing with the pandemic. This is now in the fabric of our core services.

With the global economies and business trends shaping into unique cycles of disruptive innovations, Renaissance moves into 2022 with a clear strategy for growth and diversification in segments and services, using technology and digital innovation as a strong strategic enabler to foster the transformation. This underpins our journey from transition to transformation.

This section of our report elucidates our business performance in 2021 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 2021



Digital innovation as a strategic enabler



Over the years, digitalisation has become a strategic ambition for Renaissance and increasingly intrinsic to our success, as we grow our business. With a continuous focus on innovation and digital transformation serving as the foundation for improving operational efficiency and excellence, we gained valuable experience in many areas.

We reaped the benefits of multiple digital projects that have been ongoing over the last few years, and deployed digital tools and products to enhance our operational capabilities to serve our clients better. We tested several technological approaches to improve our environmental and operational performance.

During the year, we focused on data analytics, robotic process automation (RPA) and business intelligence, in terms of automating repetitive manual processes and enabling our human resources to work on more creative and analytical jobs.

As we strive to reinvent our organisation for the future, innovation is at the heart of Renaissance 2.0. We are ardently embracing the adoption of next-generation IoT solutions including artificial intelligence, machine learning, robotics, and various other digital technologies across our business to boost our operations and supply chain practices, as well as enhance our long-standing priorities of HSE and ICV.

Spotlight

Renaissance 2.0 - Digital transformation to boost business excellence



As we embark on our digital transformation journey to lead from the future through Renaissance 2.0, we seek to automate our operations to the best extent possible and on a large scale, to improve resource utilisation and cost optimisation, while achieving business efficiency and process excellence.

We are currently in the process of exploring several innovations available in the market, including using drones for inventory management, employing predictive algorithms with the use of Artificial Intelligence (AI) and Machine Learning (ML) to forecast procurement requirements, etc.

Our other strategic initiatives as part of Renaissance 2.0 include the recruitment of a Chief Digital Officer (CDO) to drive the digital transformation journey and to unfold many growth opportunities for our business for innovation, digitalisation and automation.

Our efforts towards 'digital transfiguration and disruptive innovation'

As part of our continued efforts to adopt digital technologies for business transformation, the following initiatives were undertaken:

Case study

Using automation to ensure the accuracy of transactions

Automation of the operations is a crucial aspect that requires our attention, in order to improve the operational efficiency and efficacy of our business processes. In particular, we focused on the digitalisation of a key business area - the payroll computing process.

Automating the payroll process was very critical for the business, as we had to compute the financial disbursement for more than 8,500 people every month with 100% accuracy. In addition, huge amounts of time and documentation efforts were also required as part of the pre-payroll and post payroll processing.

The entire system was automated using the RPA technology, to enable the completion of the entire payroll process through a single click, thereby constituting one of our major digital transformation achievements of 2021.



Case study

Installation of WPS Bots



While we made several upgrades to our existing digital solutions in 2021, one of the key focus areas was to target specific aspects or nodes across the business processes that would enable us to fine-tune our data management systems to manage bulk data.

In this regard, we have established a WPS BOT process, wherein we have eliminated the need for manual intervention and completely automated the business process using RPA.

For example, with respect to payroll processing, a BOT executes the internal business process digitally, and also captures the financial figures from the payroll system and shares the information externally with the financial institutions.

In 2022, we plan to implement the RPA BOT process across the HR operations as well and aspire to achieve a 50% reduction of the existing manual data processes.

Case study

Cloud hosting for efficient data storage and recovery



As a proactive measure to provide a stable and secured data management infrastructure, we completed the migration of our ERP system (Oracle) and the associated data onto the cloud-based platform over the last few years. In addition, we have also invested in a cloud-based disaster recovery system, wherein we have set up data recovery centres at three global locations – Amsterdam, Germany and the USA.

As a result, currently, we have more than 85% of our infrastructure migrated to the cloud, on shared servers. This initiative has also ensured the timely availability of data to the user, as and when required in a secure manner.

Case study

In-house IoT application for critical assets monitoring



In an effort to embrace new technologies to bring increased value to our offerings, the Enabler and IT teams have developed an in-house IoT platform for monitoring the performance of operation-critical assets like cold rooms, IT server rooms, and power and control rooms, with multiple intelligent notification features. A live smart TV screen display of the dashboard is also facilitated at critical locations. This initiative not only gives our facilities a technology edge but also acts as a stepping stone towards placing Renaissance in the technology solution provider space in the region.

Case study**Customised dashboards**

In 2021, we developed a customised dashboard for our CEO to facilitate a bird's eye view across our operational systems and processes, and to acquire overall insights and key progress updates on our operational performance and business development.

We also developed an in-house digital dashboard for monitoring the performance of maintenance operations with multiple intelligent notification features, which help in upgrading the operational quality of our business, through the timely completion of work and by meeting our KPIs.

Other customised dashboards, based on the data gathered from JD Edwards, MyTisco and Recipe Management applications are planned for development in 2022.

Furthermore, several departments across the organisation are also warming up to the concept of data dashboards and analytics. Thereof, numerous dashboards are being developed across the business functions based on the assessment of the business needs and service requirements, with plans for rollout in the coming years.

Case study**Cloud-based POS system**

In 2021, we successfully implemented a pilot initiative at RSVD whereby we installed a Cloud-based point of sale (POS) system that works on any device to help us manage the RSVD site operations from anywhere and anytime.

Previously, the POS system that was used for monitoring our transactions was physically installed at the RSVD premises. Since we faced several challenges in monitoring the on-premise system, in order to overcome these as well as align with our overall digital transformation efforts, we undertook a pilot initiative to implement one of our POS systems on the cloud, wherein the information for transaction processing is fetched from a remote cloud service.

Furthermore, we also have a dashboard technology, which can be integrated with the mobile application. Through this solution, our operations teams can access the dashboard and generate data reports even when remotely connected to our Renaissance network through their mobile application, as the information is readily available as an independent and complete web-based solution.

As the next stage of our automation journey, we are also looking towards integrating this cloud-based POS solution with ERP, through RPA.

Case study

Food cost control



At RSVD, our spending on food constitutes approximately 41% of the overall expenditure. We implemented a food controller initiative with the objective to manage the operational cost inflation and to enable the food cost controller to obtain real-time information (on cost leakage, inflation, etc.), as well as identify ways to reduce the spending.

Through the use of the Power BI application and deployment of dedicated dashboards, actionable insights are being provided to the food cost controller on a real-time basis to enable the controller to enhance business productivity and improve operational efficiency. These data insights and information trends include:

- Financial spend versus actual dining count
- Price Inflation flagging
- Price elasticity and seasonality index on food items



Case study

Automation of internal audit processes



As part of our internal audit evaluation process, previously an exhaustive exercise was required to be performed by the auditors to conduct the assessment, wherein they had to extract the data from the ERP system, filter the required data and transfer it to a spreadsheet document (including customising the algorithms to identify similar fields) to mine the information.

We undertook an initiative to facilitate the automation of our internal audit processes, by deploying an analytical tool named Arbutus, which supports effective data extraction and analysis.

With this automated tool in place, the analytics takes place automatically. Accordingly, the auditor can look into the specific issues identified/ highlighted, and perform the root cause analysis for the same.

Moreover, the need for data extraction from the ERP system and the efforts to shape the data for analysis is no longer required, thereby reducing the entire course of action to a single click process. This initiative has resulted in huge time savings for the auditors, while also making the data mining process efficient, error-free, secure and swift.

Case study

Deployment of a data warehouse

To ensure that our employees have sufficient and timely access to data and information retrieval, we moved to the next stage of cloud data management and implemented a key initiative through the deployment of a data warehouse.

As part of its implementation, the information from various systems is acquired, collated and integrated under one platform for access by our teams. Subsequently, the data warehouse ensures the availability and retrieval of data/ information by our employees, even during cases of server failures, downtime, etc.

Going forward, we shall continue to build our data management systems, while also focusing on developing other infrastructures such as building data lakes and similar solutions.



Leading the industry into the future through innovation

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

We focus on several initiatives to advance innovation across our organisation. In particular, the 'Enablers' initiative places specific emphasis on innovating technological solutions for practical issues. In 2021, we received proposals for a minimum of 135 innovative ideas/solutions for potential or existing problems to improve efficiency and/or optimise costs.

Subsequently, 30% 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.

We are also exploring other innovative ideas, which include the creation of augmented reality and digital twins or a metaverse for developing a futuristic workplace with captivating aspects such as establishing remote meetings, virtual hybrid meetings, etc., as we move into a different era of activity-based working space.





Our economic performance

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

Competitively, our organisation had a successful year in 2021 in terms of improved performance. Renaissance recorded significantly high revenues of RO 109,835,000 compared to last year's revenues of RO 105,531,000 (for continued operations) which is a testament to our resolve to persist with the client-led approach to our service delivery.

Our efforts to strategically diversify our service and client portfolio, as well as our recent business wins in Oman enabled us to grow our financial returns. We also maintain our presence in a significant proportion of the healthcare, defence and education market segments and our Renaissance entity continues to service the country's large onshore oil and gas operators, all of which have enabled us to maintain a steady performance and continue to establish our position as the market leader in FM in Oman.

In 2021 we retained or extended major incumbent contracts, including BP, MOH, Oman LNG and others. It was also a good year for service diversification, winning new assignments such as the smart meter rollout for MEDC, and mobilising waste management services for be'ah in the PDO concession area.

A significant reason behind our improvement in economic performance was the efficient financial management and the sustained operations of our flagship project, RSVD.

As a result, our profitability (economic value retained) also showed a noteworthy increase of 17% when compared to our achievements in 2020 (for continued operations).

During the year, 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.

All values in '000 RO	Direct economic value generated - revenues	Economic value distributed					Economic value retained
		Operating costs	Employees' wages and benefits	Payments to providers of capital*	Payments to government	Voluntary contributions to community	
2021	109,835	56,086	37,762	4,686	31	62	11,208
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

* Payments to providers of capital do not include dividends of RO 4,728,000 paid during the year 2021

For further details on our financial performance, please refer to our 2021 consolidated financial statements at www.renaissanceservices.com/investors

Through our strategy and plans for Renaissance 2.0, we are confident in the company's ability to grow. By the creation of a platform for exponential growth and by developing future-focused service offerings, we look forward to better prospects 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 are embedded within our corporate culture and subsequently help 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 five of our

Renaissance Villages (PDO PACs). The results of the customer feedback surveys are compiled and reported to our management on a quarterly basis.

In 2021, we received a total of 28,367 responses, with 7091 responses on an average per quarter and with 4,727 responses on an average from each of the Renaissance Villages. The overall satisfaction rate was 95% broken down between 74% of our customers who found our services 'good', and 21% who deemed them 'satisfactory'. Moving forward, we seek to improve our services to meet evolving customer expectations.

“ We would like to appreciate and thank you for all the arrangements including the tremendous Eid Al Fitr celebration with full adherence to COVID-19 control measures. The food was delicious, well-prepared and well-organised.”

Jamal Al-Rashdi
Field Services Lead
Daleel Petroleum LLC

“ The Oman LNG COVID-19 Operation Team would like to pass its deep gratitude, thanks and appreciation for the excellent performance and commitment of the cleaning team and contractors in all locations. Your commitment and dedication make a big difference in our fight against the pandemic. ”

Ahmed Al Mahrizi
Head of Admin Services
Oman LNG LLC

“ On behalf of the Directorate General of Khoula Hospital, I would like to express my sincere and deepest appreciation for the support extended to us during the recent tropical cyclone (Shaheen) by the Renaissance team in Khoula Hospital.

Your contribution had a profoundly positive effect on the healthcare staff and services. Thank you once again for your generous contribution, especially during these challenging times.”

Office of the Director General
MOH, Oman

“ We are grateful to all the staff during this difficult time and want to say a huge thank you to colleagues for the work they're doing collectively to manage this period on behalf of our communities and working tirelessly to help those affected by COVID-19.”

Pauline Gray
Onsite Manager - Operations
BP

Case study

Achieving safety goals: Recognition by our clients



Daleel Petroleum presented our team with a 'LTI free achievement' trophy for marking seven years of service at its site without Lost Time Injury (LTI). The milestone achieved in June 2020 was formally recognised through a felicitation ceremony in 2021.

Case study

Our team makes us proud



Our team at BP Khazzan was recognised by the BP management for their dedication and tireless efforts in attending to the residents' needs during the lockdown. The services provided include laundry and cleaning, disinfecting of rooms and recreational areas, packaging and delivering three meals a day to all the residents in their rooms, among others.

Case study

Creating great memories



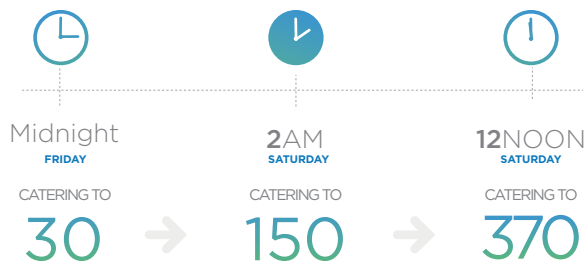
Renaissance created an unforgettable experience for BP's investors visiting the Khazzan site in December 2021. The high-profile guests were treated to a Silver service lunch and dinner, where the team created a magical outdoor experience under the moonlight with lanterns, a traditional majlis and Arabian music. These special arrangements were appreciated by BP's onsite senior management and the guests.

Spotlight

Come hail or storm

Our staff worked tirelessly even as Cyclone Shaheen bore down on Oman, to deliver excellent services and demonstrate that putting people first is what makes Renaissance a highly service-solutions oriented organisation.

Our teams ensured that the communities we serve remained safe, and our corporate and government clients across sectors continued their operations smoothly.



During the cyclone, past midnight on a certain day, the Khoula Hospital catering team received a request from the hospital administration to provide meals for an emergency stand-by-staff of 30 people. By the next morning, this number increased to 150, as the storm warnings grew.

Despite the short notice and limited supplies, our resourceful team stocked up the kitchen from nearby supermarkets and by noon, the team was catering to 370 staff members.



Wadi Kabir Central Kitchen sent meals to staff stuck at the Muscat Airport's Oman Air lounge as Muscat came to a halt due to rain and flooding. The sanitising cabin at the building's entrance was removed before the storm hit and reinstalled immediately after the weather improved for continued adherence to COVID-19 protocols.



Our colleagues at Al Mouj went with little or no sleep to keep the streets clear and clean, act on emergency calls, clear blocked drains and keep the community safe. The Al Mouj residents were all in praise for the Renaissance team's round-the-clock assistance.



Renaissance Sager Environmental Services (RSES) stepped in to meet be'ah's urgent requirement of 2,000 waste bins to replace those that were damaged in the cyclone. RSES catered to be'ah's requirements, thereby ensuring that the waste management company's operations continued smoothly. RSES received be'ah's praise for the timely support extended.



The Ibri Hospital catering team rose to the challenge during the cyclone, by meeting every demand with efficiency, speed and care. The effort was formally recognised in the form of a certificate of appreciation from the hospital's director.

Starting at the source - developing a sustainable and responsible supply chain



At Renaissance, supply chain management and logistics lie at the heart of our business competitiveness and form the crux of our customer experiences. We reckon that maintaining a healthy supply chain is crucial for preserving the integrity of our brand, managing the operational costs and ensuring business continuity.

Therefore managing the ESG impact across our supply chain makes good business sense as it optimises the overall operational efficiency, enhances cost competitiveness and boosts customer experience, while enabling us to achieve competitive advantage and realise market value. It is also the right thing to do as part of our sustainable business conduct.

To this effect, we deploy globally accredited procurement standards such as NPS, Codex Alimentarius, the regional (Gulf) and national (Oman) standards and international industry best practices to enhance our supply chain management processes.

Furthermore, through the integration of sustainability principles and ESG due diligence into the supply chain, we strive to adopt ethical and responsible supply chain practices to prevent and mitigate the negative environmental and social impacts across the value chain.

Spotlight

Business transformation across the supply chain

Case study

Digitalising the supply chain



The supply chain management (SCM) function is one of the critical business areas, that was highly paper-intensive with several processes conducted manually.

Thereafter, one of the key business transformations that we undertook was to automate the SCM operations through the introduction of the Business intelligence (BI) tool (Qlik Sense) along

with its integration into the enterprise resource planning (ERP) system. This process enables and facilitates material resource planning based on demand forecasting, while also providing data for effective decision making through management information systems (MIS). Subsequently, this initiative has enabled the SCM department to obtain valuable insights to order the right resources at the right time and right pricing.

During the year, we commenced a noteworthy initiative to digitalise the entire process of signing documents across the SCM operations, through the incorporation of digital e-signatures. In addition, we moved away from the traditional physical filing of documents and integrated the same into the ERP system, thus positively contributing to minimising the environmental footprint by saving paper and reducing manual efforts.

Further, we have digitalised the process of issuing purchase orders and other key documents (such as goods received notes, import vendor invoices, tender and quote analysis and various other workflows) with the incorporation of electronic signatures.

As a result of these multiple digital transformation initiatives, we saved more than 400,000 sheets of paper in 2021. As the next stage of digital development, we are working towards digitalising the SCM function to roll out automatic purchase orders from the ERP system (upon the incorporation of the final approver's e-signature).

Case study**Warehouse transformation and logistics management**

As part of our ongoing measures to enhance the overall management and efficiency of our SCM operations, in 2021, we undertook the major task of overhauling our storage practices to establish a 'Smart Warehouse' facility.

The entire warehouse underwent a business process reengineering, wherein the exercise was implemented digitally through an automated system that optimally mapped the location of products using multi-criteria analyses and through the application of logical algorithms (that were reviewed and approved by the warehouse team).

The automation also involves the placement of more than 4300 QR codes for bins, wherein various product categories are stored. Consequently, every item is systematically itemised with an address/ pin tagged to it

to indicate its location across the warehouse shelves.

With this initiative, a streamlined system has been put in place to strategically manage the storage and placement of materials and resources in the warehouse. Following the automation exercise, when a new requisition comes through, the warehouse shop floor personnel receive the notifications on their electronic tablets whereby the system automatically plots the journey that the picker has to take (by detecting the location of the item on the shelves).

Through optimised assembling operation (as the picking route map is derived from ERP), we have achieved significant time savings and improved warehouse process efficiency.

As part of this transformative initiative, we have also deployed ILOCK - an automated IoT based foolproof solution to ensure and protect our assets, and secure our supplies from being tampered with during their transit to various operational sites.

Moreover, we have also implemented various other solutions including the installation of digital signage, digital timetables and mobile-based solutions, which have contributed to furthering the overall performance of our SCM operations.

All these initiatives have induced multiple positive changes with tangible benefits, including a 27% increase in the capacity of storage with improved cost savings and reduced labour hours.

Case study

Setting up a warehouse plan to drive efficiency



As part of our efforts to drive business process excellence, a key issue that was identified in terms of driving the warehouse efficiency and intelligently planning for the future was to transition to a plan-driven process from a people-driven one.

Therefore, we have systematically implemented a warehouse plan for the shop floor members, which illustrates and outlines their key tasks and deliverables on a daily basis (e.g. items to be loaded for the day, etc.).

Furthermore, the plan and the transportation schedule (including the receipt and dispatch) are also conveyed to the shop floor members digitally via smart TV screens, which have been placed across each of the six loading bays in the warehouse. The TV display monitors show the schedule and details of each transit planned for the day including the loading bay number, time of departure and destination. In addition, walkie-talkies are also used in the warehouse for improved and safe communication.

All these initiatives have helped us significantly enhance the warehouse's operational efficiency, with improved service levels and clear communication to all.

Case study

Rebranding the supply chain

In 2021, we re-branded our entire supply chain to streamline our operations and enhance synergies with our strategic objectives, as well as other business transformation programmes and initiatives that were undertaken.

We developed a new supply chain logo along with the tagline 'One team - One goal' to further reemphasise our commitment to provide safe, competent, and quality procurement and supply chain services, while driving value engineering, operational efficiencies and cost competitiveness.





Case study

Establishment of a dedicated 'Tendering' division



As part of our business transformation initiative and continued efforts to adopt industry best practices, another key overhaul that we implemented in 2021 was the establishment of a separate 'Tendering' division within our SCM department.

Following the implementation of this initiative, all the commercial aspects are currently managed by the procurement team in a systematic and streamlined manner to finalise the suppliers as part of the tendering process; while eliminating the practice of transacting with the vendors on a day-to-day basis. This initiative has also helped us to optimise the business process value and reduce the dependence on individual suppliers by promoting vendor diversification.

Case study

Warehouse on wheels

During the year, the SCM and operations teams ensured uninterrupted services to our clients across various sectors during the four-day Eid lockdown, by planning the supply and logistics well in advance for the extraordinary situation.

The central warehouse was stocked with an extra buffer for emergencies, the loading and fleet movement times were rescheduled, and the 'Warehouse on wheels' concept was rolled out for remote locations.

Large storage vehicles were dispatched before the lockdown began and remained stationed at the Renaissance Villages to continue delivering healthy meals and supplies. The measure also ensured that all items needed for traditional Eid meals were available.



Case study**Promoting the welfare of warehouse staff**

To enhance the wellbeing and comfort of our warehouse shop floor personnel, we have established prayer rooms and ablution facilities within the warehouse premises. In addition, we have also set up a recreation room with in-house activities and games such as billiards, table tennis, carrom, etc.

As a result, our staff enjoy their evenings by spending quality time engaging in various activities, thereby providing recreation to the mind and body. This initiative has also increased employee morale, as they feel a sense of belonging while working for a responsible organisation that is value-driven and cares for their welfare.

Embracing a sustainable value chain

As part of our SCM agenda and in alignment with the objectives of Oman Vision 2040, we are committed to advancing the principles and practices of social and environmental responsibility along the value chain.

These include the implementation of practices that endorse supplier ESG assessment to manage the sustainability impacts, such as ensuring anti-corruption and anti-competitive behaviour; prevention of child labour and forced or compulsory labour across supplier practices; assessment of the environmental impacts of purchases; prioritisation of local sourcing to promote community development and reduce the transportation footprint, etc., amongst others.

Furthermore, as part of our continuous efforts to bolster sustainable procurement measures, we also engage in qualitative and transparent discussions with our suppliers to help them identify key nodes across the procurement value chain and challenge them to develop inventive solutions that can impact the EES value of products and services.

Case study

Demonstrating ingenuity to drive value engineering



As part of the provision of accommodation solutions at RSVD, we took a strategic decision to replace the wooden cupboards in the dormitories with locally-sourced steel cupboards from a renowned brand to match the existing steel cots in the rooms.

This resulted in significant cost savings of RO 225,000, while contributing to multiple sustainable development objectives including minimising the negative environmental footprint through reduced consumption of wood and reduced emissions owing to local logistical operations, as well as contributing to the socio-economic development by promoting local procurement. Furthermore, we collaborated with local vendors for the procurement of other furniture and customised items.

Promoting supplier diversity



At Renaissance, we maintain an extensive and diverse supplier base across our business operations. We engage, support and encourage large entities as well as small and medium enterprises (SMEs) to build long-standing business relationships with us, without compromising the quality, cost competitiveness and compliance requirements across our products and service requirements.

We also focus on enhancing suppliers' (specifically SME) capabilities through various programmes and

initiatives and mentor them for the provisioning of products and services to enhance local skills and expertise, thereby driving the overall socio-economic impact and empowerment of local communities.

By adopting such practices, we strive to minimise the lifecycle impact of operations, improve supply chain resiliency, ensure continued future supply, and mitigate reputational risks so as to potentially increase consumer demand and capture new market opportunities.

Case study

Ensuring supply chain resilience during cyclone Shaheen



In the last quarter of 2021, when cyclone Shaheen hit the nation, several of our local vegetable suppliers, especially those in the Sohar region were acutely impacted as their locally grown produce was destroyed due to the flooding.

Owing to our strategic approach and best practices to ensure supplier diversity, we were able to address the issue while ensuring supply chain resilience and continuity.

Case study

Enhancing the skills and expertise of SMEs



In order to develop and mentor the SMEs that supply vegetables, we trained the journey managers who in turn trained the SME resources (drivers) for a period of 2-3 months to provide them with the required skills and expertise to enhance the drivers' overall journey management experience.

This initiative enabled our SMEs to carry out the trucking operations in an effective, safe and optimal manner to supply us with the required materials and resources, while being compliant with the requirements of our larger procurement framework.



As our supply chains mature with continuously evolving markets and relationships, it is imperative for us to adopt a prudent approach to navigate this complex and competitive terrain to increase our economic value while managing the market risks.

Therefore, through value engineering, resilience

modelling and sustainable management of our supply chain operations, we aspire to protect the long-term viability of our business and preserve our social license to operate, while advancing our SCM journey to promote broader sustainable development objectives.

Offering healthy and nutritious meals to our customers

With our reputed integrated catering service, we create appetising experiences every day for large workforces, while meeting global standards of food safety, quality and hygiene.

With a focus on building healthier communities, our professional teams help create customised plans that meet a myriad of dietary requirements of our customers. Through good food choices, we strive to provide the right nutrition to empower our customers to optimise their performance potential, as well as reduce the cost of lost time due to ill-health and expenditure on healthcare services.

Serving high-quality food across a diverse menu with dishes from various international cuisines such as Asian, Arabic, Continental, Indian, etc., is also a key priority for us to cater to the varying requirements and interests of our customers. We endeavour to provide alternate food choices focusing on nutritional aspects for customers who seek healthier options such as preparations with fewer carbohydrates, low sodium content, etc.

We monitor our warehousing operations as well as the quality and safety of the ingredients sourced, through the adoption of international procurement standards and industry best practices.

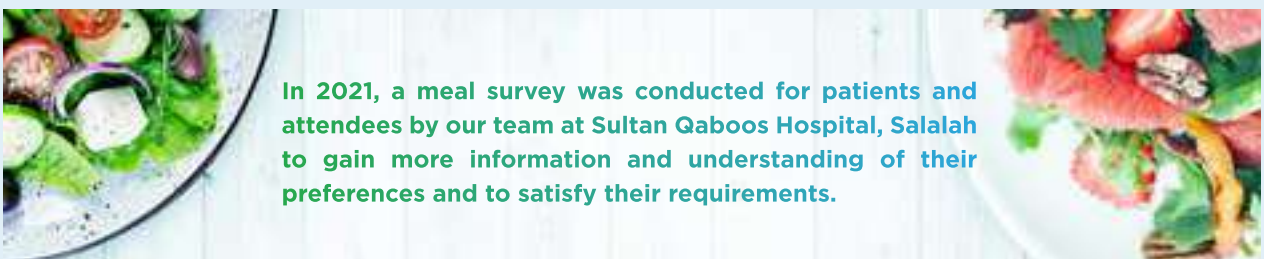
Case study

Customised menu plans to meet the consumers' dietary needs



As part of our catering service offerings, ensuring the health, safety and nutritional welfare of all the customers is a key priority for us, especially when operating from client premises. By virtue of its criticality, this subject assumes greater importance across our MOH operations. Therefore, we go the extra mile to monitor the quality and nutritional aspects of our food preparations offered to the customers at the hospitals.

We also have several dietitians working with us to develop customised menu plans as per the dietary requirements of various patients to effectively cater the food preparations that meet their nutritional needs.



In 2021, a meal survey was conducted for patients and attendees by our team at Sultan Qaboos Hospital, Salalah to gain more information and understanding of their preferences and to satisfy their requirements.

Case study

Managing quality standards



Our team at Renaissance UAE, Emirates Taste Catering Services (ETCS) conducts weekly training on basic hygiene for staff. The objective is to enable them to provide quality food products that are compliant with the highest standards of health and safety.

The ETCS team's food display for Zulekha Hospital's event focusing on diabetes and wellness also received praise from the hospital's senior management, as the display helped bust myths surrounding food choices for diabetics.

Case study

Providing healthier food options for our customers



As part of our food catering services, one of the standard items included in our meal menu is the provision of small portions of butter in thermoformed containers, which is rationed to 10 grams. To promote the health and nutrition of our customers, we have partnered with an international dairy brand to customise the packages to specifically reduce the quantity of butter to 8 grams, so as to minimise the calorie intake in each serving.

Case study

#LiveWell



With a focus on better lifestyle habits under the pandemic's shadow, Renaissance launched #LiveWell, a social media campaign highlighting how small changes can lead to a healthier body and mind. The educational campaign raised awareness about physical and mental fitness, food safety and hygiene and encouraged people to join the progress towards a healthier Oman.

Case study

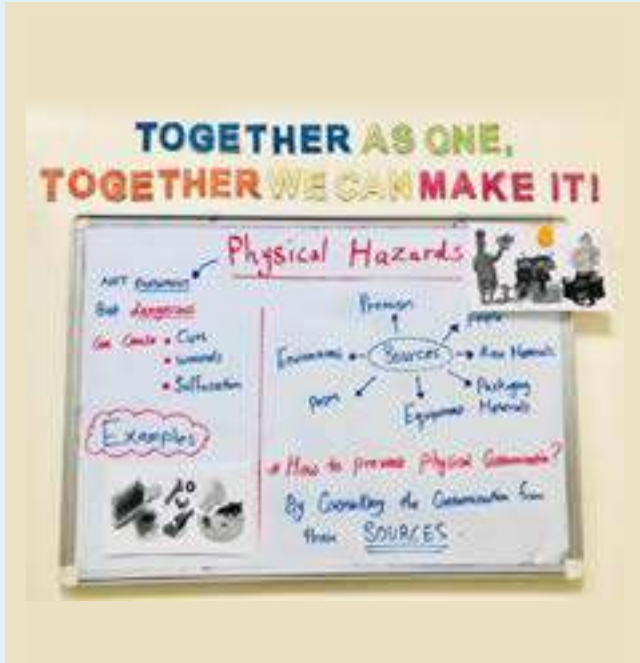
New fleet on the block

Renaissance has become the only services company in the Khazzan concession block to deploy a fleet of special food trucks. Six vehicles of 1,000 kg capacity each, make certain that the food reaches BP personnel at the rigs at its ideal serving temperature, safely and hygienically. These insulated trucks are equipped to carry ready-to-eat hot meals from our central kitchen as well as cold items in separate thermal containers. Once at the location, meals are kept warm using fuel chafing dishes.



Case study

Capacity building and awareness activities on food safety at client premises



As part of the MOH's Food Safety training provided by the Learning and Development (L&D) Department, key themes such as food safety legislation, the importance of proper labelling, effects of food poisoning, physical hazards, and the importance of continuous adherence to protocols are deliberated. Following a detailed food safety training session held for the Al Massarah Hospital staff, the participants praised the team for the depth of knowledge that was imparted through the session.

Our dieticians (namely Noor Ba Alawi and Mariam Oman Alhadad) at Sultan Qaboos Hospital are helping colleagues to better understand and finish their Food Safety (Level 1) course by listing down important aspects of the module on whiteboards. Noor also conducted a session on measuring nutrient density and on the importance of choosing a nutrient-rich diet.

Case study

A taste of cricket

Behind the scenes of Oman cheering for its team at the ICC Men's T20 World Cup matches at the Oman Cricket Academy grounds, Renaissance was attending to the global event's catering needs. We supplied different meals to different groups including team officials and players who were in a strict bio-bubble.

During the tournament's Oman leg, Renaissance served a total of 20,000 meals and as many as 9,560 boxed meals to 21 different groups, including volunteers, ground staff, security personnel and others, while buffets were organised for 16 other groups.



Currently, we serve more than **50,000** customers a year, with more than **30 million** meals served across different entities. In line with our ESG goals, we are also keen to educate our customers on the calorific and nutritional value of each meal served, through the development of food journals in the coming years.

Workforce leadership: Being an employer of choice

As part of our vision to be an employer of choice in all our operating sectors, we consider our employees to be the greatest asset to sustain the business. We believe that a highly skilled, motivated and efficient workforce is fundamental to the continuous growth and success of our organisation.

Our hiring practices promote inclusion, diversity and equal opportunities for men and women, which are offered on a merit basis. We comply with national and regional mandates at all our operating locations, and actively promote the employment and development of nationals within our workforce.



Demonstrating compassionate and ethical leadership

With 2021 being the second year of reeling under the impact of the pandemic, we continued to treat our employees in line with our core values of “Caring” and “Fairness”, thereby validating our promise of being an ethical organisation. Submitting to the belief that there must not be a single employee affected by the crisis, we adopted a “People first” approach by prioritising our employees’ wellbeing.

Renaissance takes pride in the exemplary ethical leadership demonstrated during the pandemic, by not laying off a single employee nor engaging in salary cuts for any of the employees. With this, we have managed to repay the immense faith reposed by our workforce in the organisation and reassured our employees that we are on this journey of fighting the pandemic together.

Furthermore, we also went an extra mile to support our workforce, who were stuck at various locations outside Oman during the lockdowns and on-boarded them back on their jobs, by offering support through various means.

All these efforts have enabled us to build on our positive brand image and enhance our reputation as an organisation that cares for its people. Subsequently, when we set off to carry out recruitment drives, it is satisfying to note that potential candidates perceive our organisation to be responsible and one that takes care of its people.

Our employees – an asset to sustaining and transforming our business

We pride ourselves in being competitive in the market and ensuring high client satisfaction levels, irrespective of internal and/or external challenges. At the core of our business services lie our employees, and our clients recognise our workforce as our competitive strength.

We continue to attract and develop highly skilled employees capable of sustaining and transforming our business. We place an equal emphasis on developing our internal talent by providing them with all the resources including training and mentoring to grow into larger and more responsible roles within the organisation.





Employee Growth Stories



Said Al Rashdi

With more than 27 years of experience with Renaissance, Said has climbed the organisational ladder by excelling at diverse roles across several of our facilities. His earlier roles spanned across various functions such as catering, camp management, HSE and Security management. During his career, he has completed numerous professional training courses and certification programmes. In addition, he is also the recipient of a number of awards from PDO and other entities. Currently, Said is the Senior Training Specialist at our head office.



Nora Hussein

Nora Hussein joined Renaissance as Legal Manager in 2014. She holds a degree in law and a Master's in International and Comparative Law from the UK. She is currently enrolled for an MBA from the University of Manchester to enhance her business and leadership skills. Nora has been involved in key company transactions like issuance of Perpetual Notes, conversion of Mandatory Convertible Bonds, sale of Topaz etc alongside day-to-day duties of drafting and review of company agreements and compliance work among others.



**Shadhan Khalil
Al Kharusi**

Shadhan joined the company as a catering supervisor in 2010 and worked hard to gain valuable experience over the years and excel in his job. In 2016, Shadhan was promoted to the position of Catering Manager and has served at SQU and Al Nahdha Hospitals. With more than 13 years of experience with Renaissance, Shadhan is now leading a team of 400 people as the Catering Manager at Khoula Hospital.

Spotlight

Recognising outstanding work

Case study



- In 2021, 280 staff members representing the MEP, landscaping, community liaison, and commercial and administrative departments were congratulated and given certificates of appreciation by our client Al Mouj for their outstanding work during the COVID-19 lockdowns and Cyclone Shaheen. Renaissance Operations Manager Hiran Perera received the Al Mouj Service Excellence 2021 Award on behalf of the company.
- All 12 members of the Al Jabal Al Akdhar Hospital team won accolades for exceptional performance during the pandemic. At their felicitation ceremony, team members thanked the MOH staff for their support.
- The Director of Ibri Hospital, Dr. Nasser Al Shukaili presented certificates of appreciation to our colleagues for their dedication and unparalleled performance during the pandemic.
- ETCS recognised its employees for their excellent performance and commitment to their duty and for maintaining the highest service standards of the company to enhance customer satisfaction. The best employees were presented with a token of appreciation and a certificate of recognition.

Case study

Walking that extra mile for operational safety



The Supply Chain Department's central store and office in Ma'abela always remained sanitised as per the protocols, due to one team member's hard work and efforts.

During the year, Joseph Inas D'souza went the extra mile to make sure that all touch-points including seats, staircase handrails, office and loading equipment, elevators, loading bays, as well trucks remained disinfected. The Ma'abela team came together to present him with a reward in recognition of his efforts.

Spotlight

Update on HR transformation agenda: HRMS implementation using SAP Success Factors



With 'Digitalisation' at the core of our HR transformation agenda, we aim to bring high levels of efficiency into our transactional processes and reduce waiting times and man-hours spent on specific operations. With this goal in mind, in 2019 we commenced the implementation of a cutting-edge cloud-based solution: SAP Success Factors - Human Resource Management System (HRMS). The objective of the project is to facilitate a common platform for HR, Payroll, Learning tools and Performance Management solutions.

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.

Phase II of the transformation project involved the implementation of other modules such as 'Recruitment', 'On-Boarding', 'Learning', and 'Performance Management and Goal Setting'.

All these modules underwent a meticulous cycle of development and testing while adopting a feedback-based approach for overall improvement.

In 2021, the 'Recruitment', 'On-Boarding' and 'Learning' modules were fully functionalised and operational in the SAP Success Factors platform. Although the 'Performance Management and Goal Setting' module transitioned to the 'go-live' phase, the module was still deployed as a trial process in the HRMS system to gauge the efficacy and user experience across select internal stakeholders. However, from 2022 onwards, the module will be implemented in the SAP Success Factors platform in a full-fledged manner with all the user functionalities.

The 'Succession Planning' module is currently under development and is planned to be completed in 2022.

Through the adoption of these modules, we expect to achieve tangible results in form of business process optimisation, advanced knowledge transfer, improved productivity, and reduced processing times, while ensuring the highest levels of compliance with our governance standards.

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, payslip generation, employee and manager self-service, and reporting dashboards. This has greatly improved the workforce experience by providing real-time connectivity between the managers and the employees, while also offering mobile self-services.

Case study

Business process transformation - Managing leave allowance settlement



Another initiative that we undertook in 2021 as part of our HR business process transformation efforts was to alter the process of leave allowance settlement and credit it as part of the regular payroll process.

At Renaissance, the majority of our workforce is comprised of frontline workers. Earlier, we followed a system wherein, when members of our frontline workforce went on annual leave, the leave salary/allowance was paid upfront and deposited into employees' accounts, before they travelled to their home country.

As a downside of such a practice, when the workforce received the money, they spent the leave allowance to purchase commodities for themselves and their family members before embarking on their annual leave. Therefore, based on the employee engagement and feedback received from the frontline workforce, we noted that while spending their annual leave in their home country, the employees faced a dearth of monetary savings.

In view of the same, we have modified our HR process and revisited the provision of leave allowance. Now when a frontline employee travels to his/ her home country, the resource is marked in the HR system on account of annual leave. Thereof, the leave salary is automatically processed as part of the regular payroll and is deposited into the employee's bank account as a monthly salary.

As a result, the frontline workforce can benefit from the continuation of salary and withdraw that money even while spending time in their home country. For those employees who wish to collect a leave allowance before their travel, a token amount is processed and paid in advance, upon request.

Following its effective deployment in 2021, our frontline workforce welcomed this initiative. This initiative has also enhanced the operational efficiency of our business processes and reduced the time and labour efforts involved in preparing and processing the leave salary statements and settlements.

All these well-coordinated efforts are being taken towards enhancing our organisational capabilities through competent people, thereby creating a USP for our clients and differentiating Renaissance from the rest of the competition.



Promoting a culture of inclusivity, diversity and equal opportunity

At Renaissance, we encourage diversity and inclusion and seek to redress any gender imbalance wherever 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.

Spotlight

Building Board diversity in senior leadership



Renaissance announced the appointment of Dr. Lamya Al-Haj as board director. Dr. Lamya is an associate professor at Sultan Qaboos University with a Ph.D. in Structural & Molecular Biology from University College London (UCL).

She is a recipient of multiple local and international awards and was also the 2019 L'Oréal-UNESCO For Women in Science winner, recognising her contributions to the advancement of science.

Among her many accomplishments, Dr. Lamya is a change management coach, and her track record for innovation and future thinking shall be the quintessence of Renaissance 2.0. Dr. Lamya has also taken on the assignment to form and mentor the Shadow Youth board, alongside the Chairman and CEO of the company.

We are committed to harnessing our women employees' full potential as leaders and economic agents of change. In this regard, we take immense pride in the fact that we are one of the largest employers of women in Oman with female employees constituting 14% of our total workforce and 8% of our senior management team across all our operating locations.



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.

Additional details in our approach to employment and development of national talent are presented in the section, 'Delivering Locally' on pages 105 -109.



Our employee figures in 2021

In 2021, most of our employees, accounting for 94% were located in several sites across Oman, with the rest being located in the UAE.

Total employees (across Oman and UAE): Male employees: 7,644 Female employees: 1,281	Oman: Male employees: 7,207 Female employees: 1,214	Senior management (Oman and UAE): Male employees: 11 Female employees: 1
	UAE: Male employees: 437 Female employees: 67	Middle management (Oman and UAE): Male employees: 123 Female employees: 2 Non-managerial employees (Oman and UAE): Male employees: 7,510 Female employees: 1,278

Renaissance employee hire and turnover in 2021		
	Total number of new employee hires	Total number of employees leaving
Oman	1072	911
UAE	259	107

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 of the growth of our 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.



Connecting with our workforce through ‘Renaissance Life’

Launched in 2018, ‘Renaissance life’ - the official internal Facebook page of the company to connect with the workforce, continues to be the most popular form of online engagement among our employees.

On this platform, we announce and promote several organisational events and achievements, and create awareness on relevant sustainability topics. The platform is also very purposeful in relaying critical information and updates to our employees regarding the safety measures, protocols and best practices to be followed as well as any disruptions caused due to the pandemic.

Employees also post relevant content, which they would like to share with the organisation and fellow colleagues, thereby encouraging them to interact and share stories, and information through photographs, videos and posts.

Ever since its commencement, the engagement platform has perpetually built on its previous years’ success, with the following outreach in 2021:

Total posts	430
Total comments	1,358
Total reactions	24,475

Case study

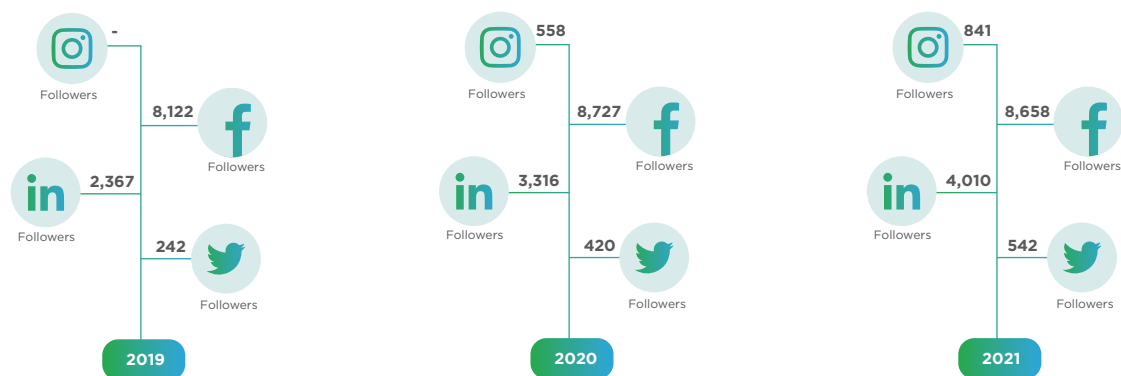
Driving internal and external engagement through social media platforms

With the COVID-19 pandemic continuing to limit our stakeholder engagement activities for a major part of 2021, our online presence especially through social media became a more important avenue for engaging with internal and external stakeholders during the year.

In such unprecedented times, it became equally important to keep our employees in high spirits. Therefore, we conducted several employee engagement activities through various social media channels to foster a culture of inclusion and empowerment.

Renaissance created its online presence on Instagram in 2020 and has since then shown high levels of engagement on the platform, with the number of followers increasing by 50% within its second year of existence.

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



With 636 posts across social media platforms; and 4.8 million impressions led by the #25YearsOnMSX campaign, we boosted our brand visibility by leveraging the social media platforms.

Further, meaningful posts (averaging ten a month) have introduced more people to our organisation, ethos, values, and culture. A total of three million impressions across platforms and a steady rise in social media followers are testimony to this.

Consequently, the effective use of various social media platforms during the year has ensured the creation of a positive reputation, knowledge transfer, awareness and outreach across our stakeholders;

in particular, a safe, inclusive and inspiring work environment for the employees. In the coming years, Renaissance will continue to enhance the quality of engagement with its stakeholders, especially online.

Case study

Renaissance's green ambassador

As part of our efforts to promote sustainability awareness, we conducted the Green Ambassador Challenge, a month-long competition for our employees to post pictures on social media to promote the use of reusable bags.

As part of the challenge, different themes around the Renaissance reusable jute bag were organised and spread over four weeks to enhance the overall participant experience. The challenge amped up the excitement and engagement amongst our employees, as 22 challengers attempted to click their way to the prize. Hammad Ifraq from the Fleet Department won the battle for 'likes' with a massive total of 8,336 across his social media account, thereby bagging an iPhone 12 as a reward.



Case study

Presentation matters

ETCS held a food plating competition at the eight healthcare facilities it serves. As part of the competition, our employees were required to take photographs of every meal served to patients and they were judged based on overall presentation and plating intricacy. The competition served as an encouragement to our service teams to engage and display their culinary skills.



Case study**Know your colleague**

As part of our ReConnect internal newsletter, we introduced a dedicated segment 'Know your colleague' to feature an employee's profile in each edition of the newsletter.

The segment gives a short introduction about the featured colleague's profile, his/her interests, experiences and views about working at Renaissance, thereby creating a collaborative platform for the staff to engage and learn more about their fellow colleagues.

**Snapshot of other employee engagement activities at Renaissance**

Although COVID-19 continued to pose restrictions in 2021, we carried out some of our regular employee engagement activities, while adhering to the social distancing norms and protocols as appropriate.

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

- During the year, our employees played several internal cricket matches, and our professional cricket team played in premier leagues organised by Oman Cricket (OC) including the Premier Division League for the 2021-22 season and OC D20 Premier League.

Irrespective of the uncertain times, as part of our approach to employee inclusion and empowerment, we intend to engage with our workforce in a meaningful manner in 2022 as well.

Case study**Renaissance celebrates 51st National Day**

Renaissance head office and its operational sites marked the 51st Oman National Day adhering to COVID-19 protocols on events and gatherings, while still making the day a special one through decorations and cake-cutting ceremonies.

Case study

Kudos to the cricket team



Renaissance's cricket team concluded the 2020/21 T20 season with a third-place ranking, an impressive performance given that this was the first team to achieve this milestone without the presence of any international players playing with them. Renaissance won six out of ten matches including massive victories over Al Turki and IT Works, the top premier teams in Oman cricket.

Incentives and rewards provided to our employees

At Renaissance, we recognise high performers and reward them through incentives, career progression programmes, and other opportunities to grow within the organisation. Investing in our people includes maintaining a pleasant working environment that encourages their wellbeing and providing appropriate employment benefits and opportunities to enable them to excel within our organisation.

Although the benefits provided to our employees may vary depending on their eligibility, we ensure equal opportunities and 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 for their areas of operation.



At Renaissance, we organise site-level 'Star of the month' programmes in recognition of our employees' good work.



STAR
OF THE MONTH



Benefits for full-time employees at Renaissance

Insurance	Life insurance, healthcare, and disability coverage are provided for all employees in Oman and the UAE.
Air passage	Expatriates working at all operating locations are provided with a return air ticket, either once or twice over the contract period, to their home countries.
Retirement provision	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.
Parental leave	Maternity leave is provided for employees in Oman and the UAE, in accordance with local regulations.
Bonus	Merit-based bonus is provided for employees across all operations including Oman and the UAE.
Housing and accommodation	Housing or a housing allowance is given to all employees across all operating locations.



Grievances regarding labour practices

At Renaissance, 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.



Skilling our employees for sustainable growth

At Renaissance, fostering and nurturing the growth and development of employees is a strategic priority for us. As a service-oriented company in the facilities management sector, we strongly believe that educating and developing our workforce to enhance their skill sets and performance is critical to the quality of our service provision. Aside from making good business sense, training and development of our people have also shown enhanced employee engagement, workplace safety and higher employee retention rates.

In 2021 as well, despite the prevailing restrictions due to the COVID-19 pandemic and its associated challenges, we continued to deliver training and development programmes to our staff for the provision of high-quality services to our clients, as we constantly seek to improve client satisfaction and increase operational efficiencies.

Training and development at Renaissance



Steered by our Competency 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 of our clients.

Our internal and external training providers deliver internationally recognised and accredited training and attested qualifications in Quality, Health, Safety and Environment, Food Safety and Hygiene as well as other key areas such as IT, First Aid and soft skill development to enable our employees to perform their daily functions effectively.

Integral to the success of these programmes is our critical internal training component: On-the-Job Training (OJT) to impart skills and competency development as part of our daily operations. Along with the various platforms and methods available for training our employees, the OJT skill development training continues to provide adequate instructions and additional guidance to our workforce to complete the tasks safely and serve customers effectively.

Case study

Learning and development on ESG topics

In line with our sustainability agenda, the L&D department has also established additional training programmes apart from the mandatory HSE training, to enhance awareness of sustainability and ESG domains.

This includes the provision of a training module on 'Environmental and Occupational Health', exclusively for our frontline workers in the healthcare sector. In addition, we have rolled out a training programme on 'Environmental Awareness'

to be delivered to the frontline staff working across the soft FM services such as laundry, housekeeping, landscaping, catering and similar operations (and to the supervisory level through online training via the internal Learning Management System (LMS) platform). Furthermore, for employees in middle and senior management positions, access to numerous courses and programmes on sustainability topics is also available through external training platforms such as Udemy and GO1.



Update on the annual training schedule

In 2021, the training and development needs of our staff, to meet our mandatory contractual requirements and developmental aspirations, were provided through a combination of internal and external training.

These include: classroom sessions or Instructor-Led Training (ILT) courses provided by our trainers from L&D, QA/ HSE or by our team of qualified onsite trainers and hygiene officers (while maintaining appropriate social distancing norms); provision of online training courses via our internal Learning Management System (LMS) on SAP Success Factors; and through external training (which were only available through online platforms owing to the pandemic).



Case study

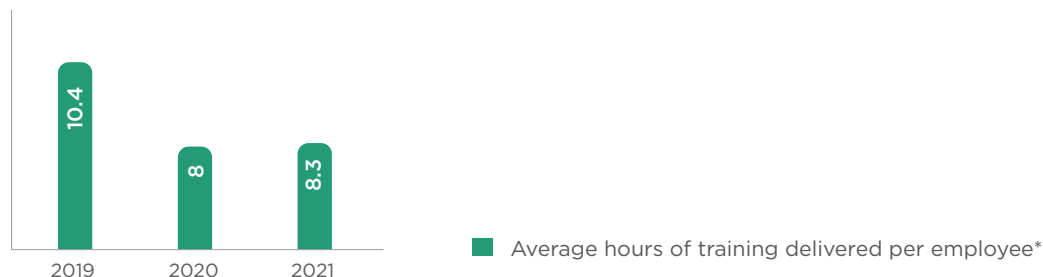
Training 2.0

During the year, the L&D department used digital training methods (with the assistance of site management) to deliver compliance training to our colleagues serving the Oil and Gas sector, as conducting on-site training was difficult owing to the current pandemic situation.

Accordingly, the L&D team conducted compliance training for groups of colleagues through video conferencing. We are grateful to our Oil and Gas clients for their support in making this virtual training successful.



Therefore, utilising the provisions we had, we were able to ensure that opportunities for development and growth were given to our employees to ensure that the right person has access to the right courses. In addition, we also concentrated our efforts on dynamically evolving our existing training methods to provide updated and customised learning experiences for our employees.



* As we continue to enhance our L&D data, we have recalibrated and restated our 2019 and 2020 figures to reflect the average training hours delivered more accurately.

Spotlight

Renaissance Competence Assurance Programme



A crucial step in our quest for HR transformation towards sustainable people management is to bridge the gap between our expectations from the employees and their actual proficiency. This, in turn, would help us direct our training efforts to minimise the identified gaps and enable us to position 'competency' as a strategic enabler for organisational growth as well as contribute to the professional development of our people.

Consequently, we developed comprehensive

assessment standards and an assessment guide programme known as the Renaissance Competence Assurance Programme (R-CAP) to drive the training framework. Commenced in 2019, we defined the key features and elements of the programme and began the development of the competency framework for supervisory roles. However, owing to the pandemic, the programme was delayed with the initial assessor training earmarked for 2021.

Subsequently, 2021 saw eight staff members complete OPITO competence assessor training. The certified assessors began working on revising the competency assessment standards, assessor guides, and evaluation tools.

Furthermore, a new assessment schedule is expected to commence in 2022 with more assessors being trained and certified to build up assessor capabilities. Once the assessors are qualified, the competency assessment programme will be rolled out in selected locations for several supervisory roles.

In the coming years, the number of supervisory and managerial roles will be expanded and the programme extended to other core positions.

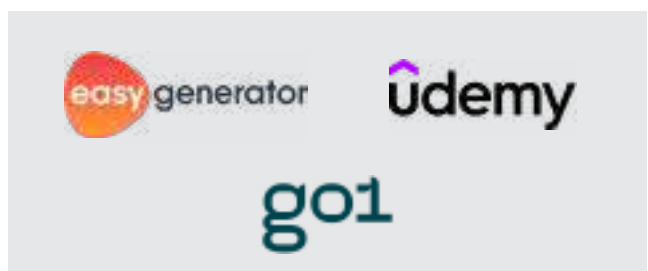
A paradigm shift: Enhancing digital learning through partnerships



In line with our digital transformation efforts (and due to the prevailing protocols of social distancing), transitioning to the digital learning space provided us with several opportunities to explore and identify specific tools suited to our training and knowledge transfer needs. In this regard, we have engaged with renowned online learning platforms for providing different opportunities to our employees to add to their existing arsenal of technical skills, certifications and knowledge.

We place significant importance on the generation of quality internal training material through our LMS module and the ILT courses. Therefore, we continued our partnership with Easy Generator, a popular platform for

curriculum designing and course creation to develop relevant content for our internal training requirements. In addition, we have also engaged with international external learning platforms such as Udemy and GO1 for the provision of external training.



Spotlight

Learning Management System

As part of our digital innovation efforts and transformation of the HR function including L&D, 2021 saw the implementation of the integrated Learning Management System (LMS) on the SAP Success Factors platform.

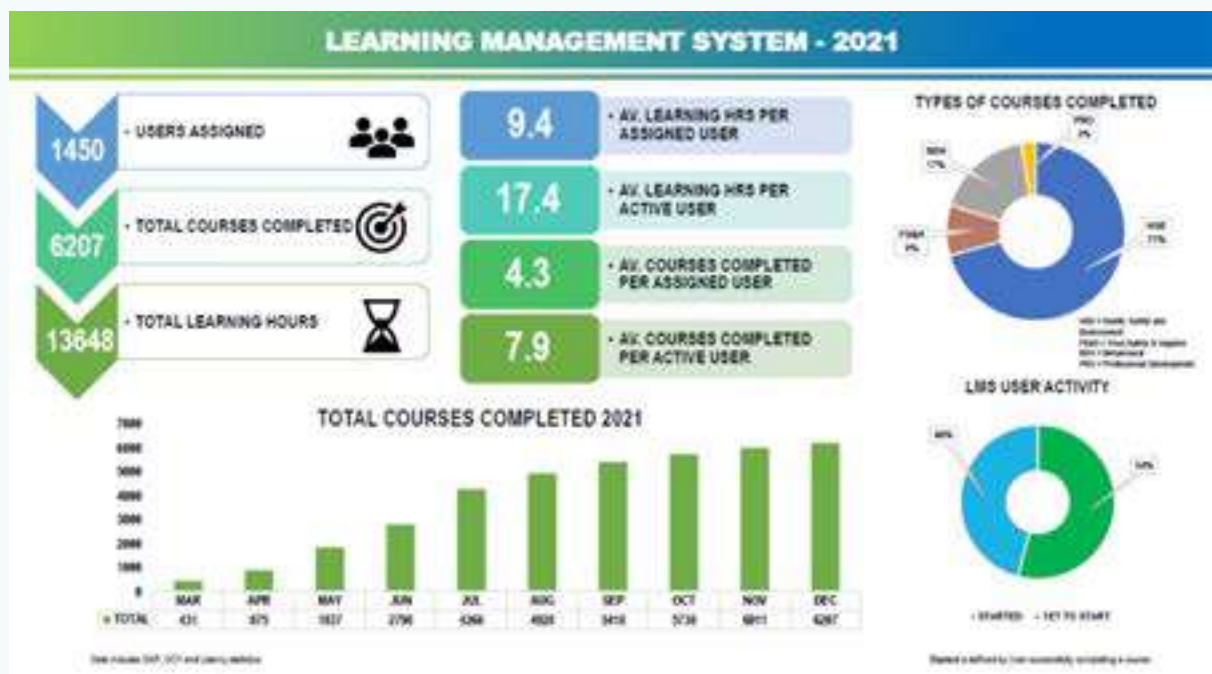
The platform provides the users with access to a library of content on compliance based learnings, as well as training courses to meet their developmental aspirations. Accessible through the desktop or smartphone, training has been identified, modified, and developed to ensure that the quality of content is relevant to both the staff and the organisation's business needs.

The LMS encapsulates a continuous learning digital experience platform for employees while ensuring that the tenets of collaborative, social and blended learning are incorporated into our upgraded

training systems, as part of our value-added L&D efforts.

The LMS, currently comprising more than 1,450 users, has participants assigned across supervisory and managerial roles (from operations, supply chain and head office operations). It encompasses ten internally designed training courses and provides access to a library of more than 20 courses in English and Arabic languages. Assigned users also have access to thousands of courses through Udemy and GO1 external platforms. By end of the year, a total of 6,207 courses equating to 13,648 learning hours were completed by our staff.

Of the total assigned users, 54% of the staff have successfully completed the online courses during the year.



Coupled with our LMS, we are confident that these additional digital platforms will help us dispense quality training programmes to bolster our training capabilities and provide unique opportunities for our employee to hone their skills, excel and grow in their professional pursuits in the near future.

Case study

Growing together

Our team at Sur Hospital stood out for its approach to knowledge sharing along with a specific focus on building team leaders to take forward Renaissance's values of safety, service, integrity, efficiency, and caring.

A multilingual core group from the frontline teams have adopted the motto 'each one, teach one' to expand the knowledge pool and strengthen the information chain on best industry practices. The group is also helping colleagues who are unable to complete the LMS courses online due to lack of time or have difficulty understanding the modules.



Case study

Digital transformation across the L&D function



In line with our digitalisation efforts, we have transitioned towards implementing a paperless system across the majority of our L&D operations, from our online LMS, through maintaining a digital repository of training records to generating digital certifications for our training programmes.

Subsequently, our employees can acquire a digital copy of the certificates from the L&D function or directly download the same from the LMS platform, upon completing the training courses.

Thus, through the provision of digital certificates, we were able to eliminate the requirement to print the certificate hard copies for more than 14,000 employees who attended various internal and external training programmes, achieving substantial cost savings and minimising our environmental footprint.

Over the years, we have continued to focus on fostering our employees to develop their practical training skills to provide internal training courses through the 'Train the Trainer' programme. In addition, through our Supervisory Development Programme (SDP) we also provide opportunities for our experienced employees to gain externally approved training that is built around our organisational values and behavioural expectations.

However, the pandemic forced us to curtail and defer some of our training initiatives in 2021, namely 'Train the Trainer' and the Supervisory Development

Programme, as well as other international certification programmes including collaborative initiatives with the Royal Institution for Chartered Surveyors (RICS), British Institute of Cleaning Science (BICS), etc.

Going forward, we expect to resume our deferred programmes through the formulation of a structured competency development plan for 2022. Moreover, in addition to our partnerships with the online learning platforms, we also intend to augment our LMS module and increase the external training with internationally recognised courses and relevant curricula in 2022.



Training achievements in 2021

- ✓ Delivered **8.3 hours of training** on average to all employees
- ✓ Over **1,000 new employees** received internal company orientation training (through ILT and online LMS)
- ✓ More than **29,000 hours of internal training** (through ILT and online LMS) and **10,600 hours of external training** delivered
- ✓ Over **13,700 staff** trained internally (through ILT and online LMS) and **700 staff** trained externally
- ✓ More than **RO 54,000** invested in external training, with over **RO 34,000** invested in compliance training and **19,700** invested in professional developmental training
- ✓ Over **6,100 employees** completed online courses on LMS
- ✓ Over **2,400 members** completed internal food safety training (through ILT and online LMS)
- ✓ **8 staff members** completed the OPITO competence assessor as part of the R-CAP framework

Effective management of training and development

Over the years, the primary business objective of the L&D function has been to ascertain that our workforce meets the compliance requirements (as part of our license to operate) through the provision of mandatory training, as well as enhance their professional competencies and skillsets through developmental training programmes.

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 also taken to evaluate the effectiveness of the training approach.

A series of Key Performance Indicators (KPIs) are used to review the effectiveness and efficiency of the L&D function. These KPIs are reported to and reviewed by the senior management monthly. In addition, we are also focusing on the development of dashboards using Power BI systems to support us in our assessments, to improve the quality and accuracy of our internal training data and for effective KPI management.

Furthermore, with the deployment of the 'Performance Management and Goal Setting' module in the HRMS, we seek to link the training objectives with the performance management system through the development of new KPIs to evaluate the success of our training programmes in the coming years.

Training indicators



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 learning and development. Accordingly, the number of training hours provided is comparatively proportional to the composition of employees that underwent training.

Way forward

Over the years, we have demonstrated our belief that people, planet and profits are not mutually exclusive. As we continue to grow into a more efficient business through Renaissance 2.0, we plan to carry out several strategic initiatives aimed at improving our economic bottom lines, operations and people.

We shall continue with our digital innovation and transformation journey and are confident that our digital endeavours shall set the roadmap to advance our efforts towards responsible procurement and SCM, resource conservation, operational efficiency and business process excellence in the years to come.

It is our people who are the soul of what it means to be a Renaissance woman or a man. As we create a new future through Renaissance 2.0, 2022 shall be a year

of transformational change and enormous potential, with every employee across our organisation offered the opportunity to participate, engage and add value.

Furthermore, to enhance our employee experience, we shall target to introduce new programmes and initiatives to promote talent attraction, recognition and retention through structured competency development programmes, as well as enhance engagement through our external and internal communication channels. Moreover, we also plan to gauge our employee and customer satisfaction levels through various instruments such as surveys, impact studies and stakeholder engagement events.

We shall strive to take every possible effort to make our workplace inclusive, diverse and sustainable.





Operating safely:

Ensuring healthy and safe operations

Towards a safer tomorrow

At Renaissance, the Occupational Health and Safety (OHS) of our people (including employees, customers, and contractors) as well as the safety of our operations are our top priority and are inseparable from our core corporate values of 'Caring' and 'Safety'.

We uphold high standards of health and safety in line with international standards and our stringent Quality, Health, Safety, and Environment (QHSE) policies, procedures and awareness campaigns ensure that safety remains of key importance in everything we do.



This is possible largely due to a diligent workforce ably directed by the management and a proactive approach towards ensuring employee safety. Our health and safety culture is steered by the Board of Directors and the executive management, committing Renaissance to the adoption of best practices.

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

Ethos Pillar: Safe

Material topics	<ul style="list-style-type: none"> Occupational health and safety Customer health and safety Food quality and nutrition Emergency Preparedness 	Alignment with UN SDGs <div> </div>	Alignment with national priorities as per Oman vision 2040 <ul style="list-style-type: none"> Health Development of governorates and sustainable cities Well-being and social protection
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Highlights of 2021

<p>QHSE smart automation: AEGIS 360 – Complete automated workflow solution to facilitate QHSE audits and reporting</p>	<p>Completed the transition from ISO 22000:2005 to ISO 22000:2018 Food Safety Management System</p>	<p>4.2 million safe working hours achieved for employees and contractors (since October 2021)</p>
<p>Zero fatalities during the reporting period</p>	<p>Recorded 2,208 STOP cards</p>	<p>Employees completed over 29,100 hours of internal training (through ILT and online LMS) on various QHSE topics</p>



Our approach to health and safety management

At Renaissance, we take utmost efforts to provide a safe and healthy environment for our employees, customers and the nearby communities. In line with our commitment to implement best practices in health and safety management, we have established our business operations (including assessing their impact) as per the requirements of the ISO 45001:2018 Occupational Health and Safety Management standard.

Our actions are bound by our Occupational Health and Safety (OHS) policy; and the Management of Change (MOC) procedure addresses all change management aspects within the organisation. We also adopt other voluntary standards and sector-specific conventions, and on occasion, exceed the local regulatory requirements in our areas of operation. We also initiate smart QHSE objectives and develop associated targets to measure them.

We ensure that all the QHSE risks are managed by identifying potential hazards, introducing measures to prevent them, and by continuously monitoring and reporting our QHSE performance. Through our Hazard Identification and Risk Assessment (HIRA) process, we identify risks and hazards in each area of service and across our work performance covering all aspects of the contract, which are subsequently recorded in the Hazard and Effect Management Process (HEMP) register.

Our management accepts the responsibility for investigating, reporting and documenting all incidents and near misses as part of our incident investigation process (including lessons learnt), and also empowers our employees and contractors to report perilous conditions and stop unsafe work.



The implementation of the ISO 45001 Occupational Health & Safety Management system has had a positive impact on safety performance across the organisation, whereby a proactive OHS approach is employed by our workforce prior to performing any task/ activities.

We have also increased the number of HSE inspections and audits, which has shown a rise in the knowledge build-up, improvement in the safety performance of employees and subcontractors as well as a reduction in the number of near-miss incidents, accidents and injuries. Furthermore, there is also a reduction in the number of employee clinic visits, thereby resulting in cost savings.

To embed and promote a safety culture throughout the organisation, we constantly raise employee awareness of QHSE issues through regular communication and training programmes, as detailed in pages 92-94.

We believe that through regular audits, coaching and recognition of safe behaviour, we will be able to achieve our goal of 'Zero Accidents'.



Monitoring and reporting

- ✓ **Operational site health and safety reporting:** Each Renaissance Village submits QHSE reports to the QHSE Director
- ✓ **Health and safety monitoring:** The Head of QHSE oversees and manages the sites' QHSE performance by analysing key QHSE performance indicators. The respective QHSE departments conduct regular site audits to identify non-conformities with standards
- ✓ **Health and safety review and management:** The Head of QHSE discusses the findings and necessary responses in the operational and functional meetings
- ✓ **Senior management review:** The CEO and senior management hold a half-yearly review meeting to discuss the QHSE performance, audit findings, non-conformities, training and the QHSE policy



Performance evaluation and improvement

Senior management meetings analyse the HSE performance indicators and decide on an action plan to improve Renaissance's QHSE management systems, HSE policy and other areas for enhancement across all sites. The updates are circulated to all the staff via email, shared at ToolBox Talks and on QHSE notice boards at every site.

Case study

Digital transformation across QHSE



As part of our digitalisation and automation efforts, we undertook an initiative to digitalise our core QHSE processes through the deployment of the Aegis 360 software system.

The software has been implemented with the objective to standardise our health and safety reporting processes and to enhance the accuracy and precision of the performance data/ statistics. The key feature of the software also involves its customisation as per our functional requirement, with the following key information elements:

Monthly HSE Statistics	Inspection	Equipment tracking
Observations	Meeting	HEMP
Audit	Training	Library etc.

Consequently, the usage of the software has simplified the exchange of information across departments and led to better efficiency and process reliability, thereby resulting in time savings while reducing the communication gap. The process also eliminates the paperwork involved in managing the physical records and reduces the risk of errors that compromise the data integrity.

Furthermore, through the establishment of such a centralised QHSE data platform, the operational sites have access to the programme and the related data from anywhere and at any time, enabling them to be actively engaged.

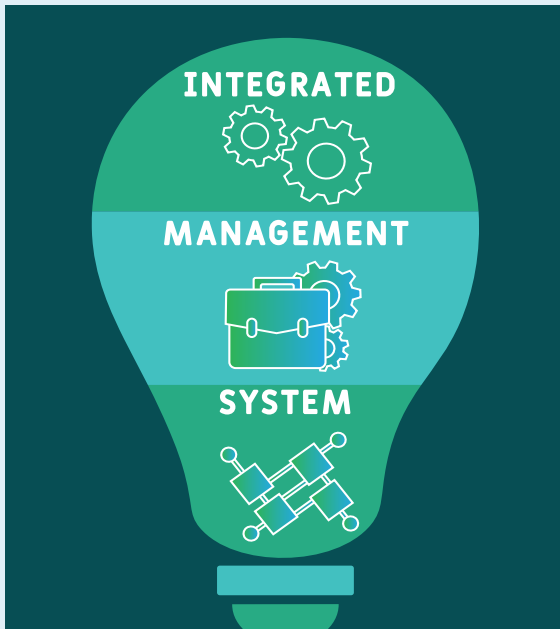
The Aegis 360 software has been introduced throughout our company contracts (PACs, MOH,

Oilfield, private and government sectors) and is intended to benefit both internal and external stakeholders.

In 2021, the Aegis team trained all the members (100%) of our QHSE Administration team, who in turn trained 12% of the end-users. Subsequently, about 20% of these end-users have directly uploaded the data on the Aegis portal. Our goal is to train our site representatives and implement the 'go-live' phase of the software by Q1 2022.

With the prospect of multiple benefits such as improvement in the processes, reduction in duplicate efforts and diminishing reliance on paper, we are confident that this initiative will improve QHSE performance across the organisation.



Case study**Integrated management systems (IMS) certification**

In 2021, we undertook an initiative to bring all the ISO certifications acquired by our organisation under one umbrella with a common set of policies and procedures, through the implementation of an Integrated Management Systems (IMS) certification to increase the efficiency and effectiveness of the ISO standards audit.

The IMS certification would involve the evaluation and certification of multiple management system standards within a single and comprehensive audit. Consequently, our organisation will be required to spend relatively fewer man-hours in preparing for audits and responding to their findings, thereby significantly reducing the overall investment of time and audit cost, while improving the quality and uniformity of work.

In 2021, we conducted discussions with our existing Third-Party auditor SGOG to implement the IMS certification, including developing policies and

procedures and having the same reviewed. We also conducted an internal gap analysis at some of our key locations, with the involvement of members from the QHSE and site management team, including site managers/HSE officers/Hygiene Officers and Supervisors.

By Q4 2022, we intend to complete the documentation process required for IMS certification and subsequently undergo the Stage-1 Audit. This ongoing initiative is currently planned to be implemented across the Renaissance Villages, and the scope shall be expanded to other operational sites at a later stage.





Safeguarding our employees' health and safety

At Renaissance, we place relentless efforts on safeguarding the health and safety of our employees. 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 completed three years of 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, our employees and customers began to face new threats to their wellbeing with the outbreak of the COVID-19 pandemic. Hence, we undertook prudent efforts to control the spread of the virus, and implement both proactive and reactive measures to safeguard the health and safety of our employees and customers at every step of the way.

We believe that safety management is a continuous process. Therefore, we strive to identify the key OHS risks for our employees, contractors and customers and clearly define the mitigation plans to address the critical risks from time to time.



Case study

Continuously improving our safety

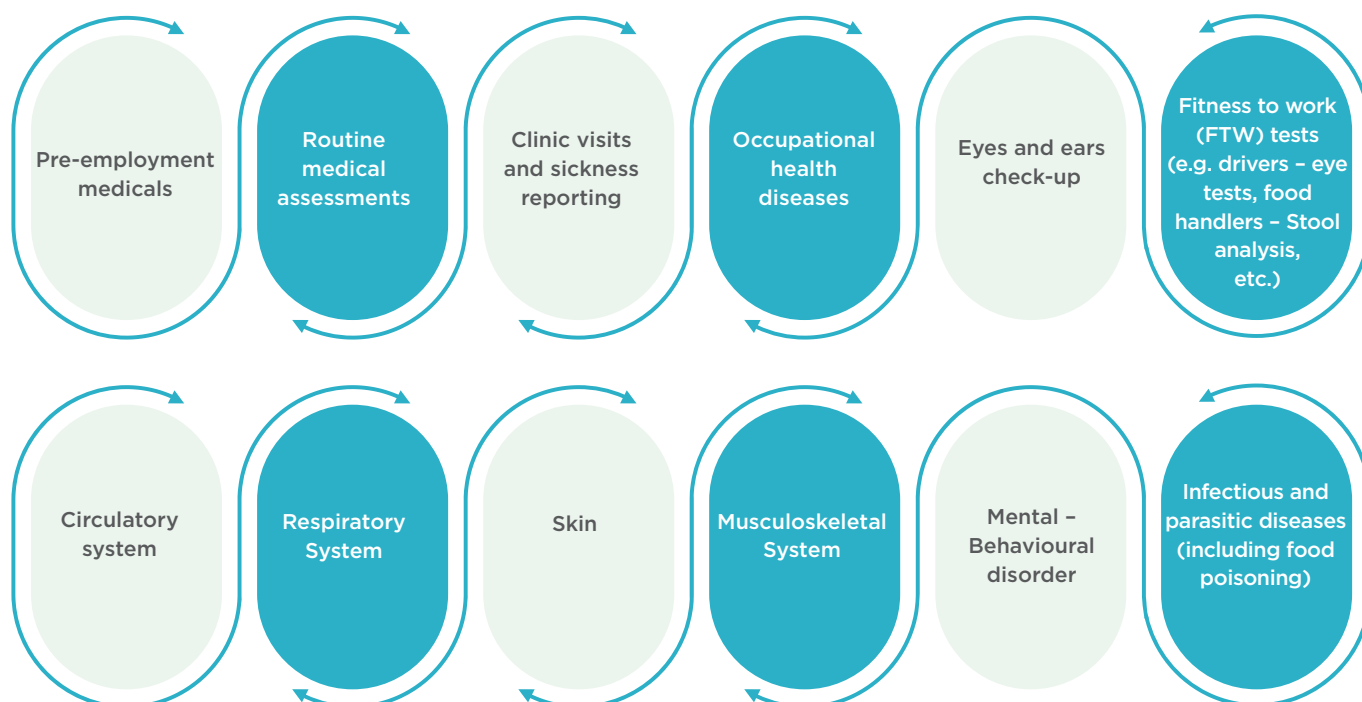
With an aim to improve and sustain workforce safety and care, Renaissance introduced back braces for its warehouse workers as a part of the 'ergonomic programme' initiative to reduce the load on the back. Back braces help to lessen lumbar strain, ease back pain, and prevent damage to the spine. This new practice shall be added to the existing training for lifting techniques in the workplace.



Occupational health services

As part of our approach to managing the occupational health of our workforce, we take scrupulous efforts to implement appropriate controls, in order to minimise the risk of exposures. Priority is given to the elimination of hazards through pre-employment and regular health

checks, supported by high standards of worker welfare and healthy living. Our health monitoring process (both occupational and non-occupational health) includes assessing the following:



In addition, we also deploy the following controls to manage the occupational health exposure of our workforce:

 Engineering controls	 Procedural controls	 Personal protective equipment (PPE)
<p>Our work facilities are designed to provide a safe working environment. Our equipment is procured from reputed manufacturers who meet the required safety standards. Moreover, our maintenance team carries out scheduled planned preventive maintenance (PPM) to ensure all equipment is in safe working condition.</p>	<p>Safe working practices and guidelines are shared with the site management. Initial and routine medical checks are conducted to assess the staff's health conditions.</p>	<p>The required PPE is provided for work. The Supervisor/ HSE Officer carries out a regular inspection of the use and condition of PPE.</p>

Promotion of worker health

With regard to our efforts to promote worker health, we provide medical coverage to all employees, which includes work and non-work-related injuries and illnesses that may occur during employment. We also provide transportation facilities to the nearest appropriate medical unit, in order to offer the timely care and medical attention required by our employees. Furthermore, our HR team also keeps in touch with their families during times of any health crises or personal issues of concern. The medical facility for staff working on a contractual basis is provided through an approved service provider, who is qualified to offer and perform all the necessary medical treatment.



We offer complimentary food service to our employees, with the same set of menus along with the nutritional quality and dietary standards adopted for our customers. Our employees are provided with other recreational facilities including: game rooms, outdoor playing facilities, TV & DVD room, library, swimming pool, gym, football field, etc. Furthermore, our head office as well as on-site teams participate in cross-company events such as football and cricket, to promote positive workforce health and mindset.

Hazard identification and risk assessment

At the core of our safety reporting, is our robust Hazard Identification and Risk Assessment (HIRA) process, which ensures a safe working environment for our employees. Our HIRA procedure clearly explains the practice of systematic identification of all hazards and risks at the workplace, which are documented in the Hazard and Effects Management Process (HEMP) register respectively.

Our HIRA process covers all our operational activities and identifies the relevant hazards, risks and control measures required to mitigate the same. In addition, once the employees are deployed on-site, the HSE Officer or Site-in-Charge conducts a comprehensive site induction, which also includes identifying any site/workplace specific hazard.

The effective implementation of the control measures is ensured by:



Conducting regular inspections



Carrying out hazard hunts and STOP reporting



Performing internal and external audits



Providing a regular explanation of the controls in Toolbox Talks (TBTs)/ Toolbox Risk Identification Card (TRIC) before the commencement of work

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

Besides, we also provide training on hazard identification as applicable to an employee's specific job, prior to the commencement of work. Furthermore, safety awareness posters on specific job hazards are also displayed at the appropriate work locations.

Case study

STOP reporting

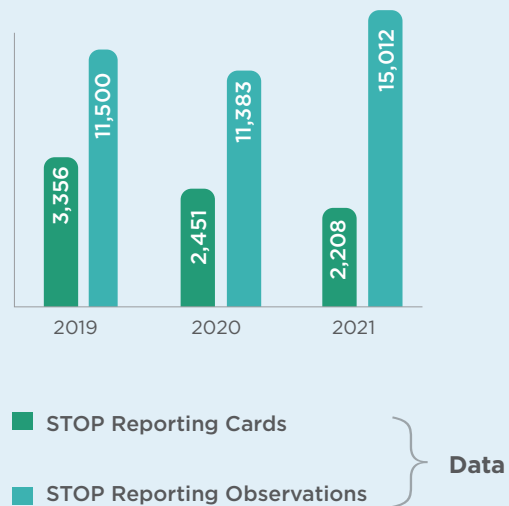


As a proactive step towards hazard identification, a STOP reporting system has been implemented across all operating locations, thereby allowing employees to raise reports on any unsafe actions witnessed on-site.

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 to rectify them.

All STOP cards are shared with the QHSE department, which infers the observations and recommends 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 also have the option to report an incident anonymously without the fear of any reprisals.



Embedding a safety culture in our operations

At Renaissance, safety has no hierarchy within our organisation. 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 developed our internal safety reporting mechanisms and comply with the best practices related to hazard awareness, root-cause analysis and incident investigation.



**Case study****Incident investigation mechanism**

At Renaissance, we incorporate standard operating procedures in line with industry best practices for investigating incidents depending on their severity: Low, Medium or High Potential. Our incident investigation process identifies the following: Nature of the incident; incident timeline; immediate and underlying cause; and lessons learnt.

During the incident investigation process, we always refer to lessons learnt from the past incident, and deploy the 'Fishbone' analysis as the investigation assessment tool. However, when requested by specific clients, we also resort to other investigation analysis tools such as Tripod/ Taproot.

Our employees are encouraged to 'own' health and safety issues through a proactive and blame-free culture that reinforces prompt incident reporting and

professional workplace behaviour, while promoting a safe working environment.

Our HSE culture is founded on the following key principles

- ✓ Safety is everyone's responsibility
- ✓ Safety starts with me
- ✓ Safety has no boss
- ✓ I am empowered to STOP work

**Our approach to fostering an inclusive safety culture****Top-down**

Senior management demonstrates 'Leadership & Commitment' by example:

- 'Walking the talk' on-site visits
- Actively engaging with staff through coaching, mentoring and providing proactive feedback
- Constantly seeking good behaviour and areas for improvement

Bottom-up

Employees at all job levels are encouraged to observe transgression or non-compliance and promote good safety behaviour, especially in the following areas while demonstrating an attitude of self-motivation and team responsibility in creating a safe environment:

- Wearing correct PPE
- Identifying risks/ hazards
- Noticing unsafe conditions and/or acts
- Identifying and reporting other unusual occurrences/ circumstances, ad hoc obstacles, etc., at the workplace



Case study

Show me how



In 2021, an initiative named 'Show me how' was introduced, as part of our continued efforts to enhance the safety culture across the organisation. As part of the ongoing initiative, our colleagues from the QHSE department visit various sites to evaluate the level of knowledge and understanding of occupational health and safety aspects amongst the technical staff members during their daily course of work.

The objective is to approach the workforce and explore whether the employees know their respective jobs and the associated risks involved in their day-to-day activities, in order to guide them to accomplish their tasks in a right and safe way.

Case study

Workforce engagement and consultation on OHS



At Renaissance, we employ an interactive and engaging process to actively promote our workforce participation in OHS issues. Our approach includes cascading incident review findings (including from internal and external reviews); involving onsite colleagues in the incident investigation; and ensuring cross-learning from best practices, clients, industry peers and others; through various mechanisms, as outlined below.

Internal & external audit	Worker meetings	Compliance
<p>Audit findings are discussed during closing meetings. The engagement mechanism involves:</p> <ul style="list-style-type: none"> • Sharing the audit reports • Preparing action plans with targets • Disseminating best practices and ensuring that the key findings are included in the onsite TBTs and HSE meetings 	<p>The following methods are adopted for worker meetings:</p> <ul style="list-style-type: none"> • TBTs • Monthly HSE Meeting • Weekly safety awareness posters • Disseminating lateral learning (email, Townhall Talk, TBTs) • Displaying applicable signboards and posters 	<p>Compliance is monitored by:</p> <ul style="list-style-type: none"> • Daily rounds by Site Managers and Supervisors • Weekly and monthly inspections • Senior management site visit inspections • Planned internal audits, inspections and external audits

Our employee health and safety performance record

In line with our commitment to a ‘People First’ approach, ensuring the health and safety of our employees, contractors and customers is our number one priority.

Our safety performance over the years is a consequence of our approach and unwavering commitment to QHSE. 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, with the accomplishment of 70 million man-hours without Lost Time Injuries (LTIs) across our operations (since October 2017). With the objective of maintaining our LTI free record and to further continue our performance towards achieving a ‘Zero LTI’ goal, we aimed to achieve 95 million LTI free man-hours across our operations by the end of 2021.

However, in October 2021 one of our employees faced a workplace injury that left us recording an LTI across our OHS performance record. The worker was immediately provided with first aid, along with the required medical care and treatment at the hospital. Incident reports were filed for the LTI, a root-cause analysis was performed and the actions/preventive measures to eliminate the same were also identified



and implemented. Consequently, following the incident we have reset our OHS performance record and have since then achieved 4.2 million safe working man-hours until the end of the year.

We recognise that safety excellence is a continuous journey and there is always room for improvement. As part of our efforts to uphold the highest safety standards, we will continue to strive to build and sustain a positive safety culture for our employees while ensuring zero levels of error, harm and loss; through the effective identification of hazards, management and control of associated risks and lessons learnt.

Data	2019	2020	2021
Work-related fatalities	0	0	0
Lost time injuries (LTIs)	0	0	1
Lost time injuries frequency (LTIF)	0	0	0.04
First aid case (FAC)	3	1	1
Medically treated cases (MTC)	4	6	2
Total recordable injury (TRI)	0	0	0.90

Note: The terms used above can be defined as:

- **LTIs** comprise all accidental injuries including Fatalities and Lost Workday cases but exclude 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

Ensuring a safe driving culture across our logistic operations

In 2021, we continued to place special attention on the safety of our employees in the logistics aspect of our 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. Thereafter, the performance of every driver is assessed and communicated individually with recommendations provided on the mandatory additional training(s) to be completed on safe driving practices, as required by the QHSE team.



Type of safety violations	2019	2020	2021
Driver seat belt violations	109	112	2280
Excessive idling	26,732	39,536	29,553
Harsh braking	31,198	6,305	15,414
Over speeding on public road	3,366	4,110	33,940

Note: The 2021 figures constitute the data for the entire organisation. Until 2020, the IVMS data was only reported for the Oilfield Operations.

Case study

Raising awareness for our drivers



During the year, our Road Safety and Standard team conducted an awareness session about road safety procedures for the drivers of Qarn Al Alam and Saih Rawl sites to minimise mishaps and improve overall awareness.



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, ILT courses or classroom sessions, online courses and OHS meetings led by site management, amongst others.

In addition to providing the mandatory job-specific training, we ensure that our overall QHSE training plan and course contents are aligned with the key objectives of our company policies, standards and values. Moreover, our employee safety training practice also adopts a collaborative approach, wherein our colleagues may provide inputs to improve safety at the site.



Spotlight

Safety awareness campaigns at Renaissance



In 2021, the majority of our safety awareness campaigns for our employees and the larger community continued to focus on the COVID-19 protocols and measures to contain the spread of the virus.

In addition, the following initiatives were also undertaken to create awareness within our organisation and to establish a safety culture at Renaissance.

Case study

QHSE awareness posters



In 2021, we continued to publish materials to increase awareness and share safety best practices through our QHSE safety posters. These posters provide information on specific topics covering general hazards, occupational health, food and hygiene, and environmental protection. We also used our safety raisers to spread awareness about the protocols and related measures on the COVID-19 pandemic.

Our client, Oman LNG, appreciated the importance of Renaissance's weekly QHSE safety posters. To further spread the message of safety and to educate the public, these posters are being displayed on the monitors in the client's facility.

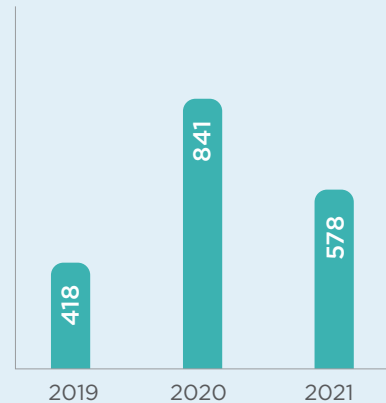
Case study

Hazard Hunt reports



As a preventive OHS initiative to reduce workplace hazards, our site supervisors generate Hazard Hunt reports, which identify the potential areas for improvement, based on a five-minute walk around their sites, undertaken weekly. In total, 578 reports were raised in 2021.

As a result of this ongoing initiative, over the years, we have noted a significant reduction in the number of workplace hazards across our organisation.



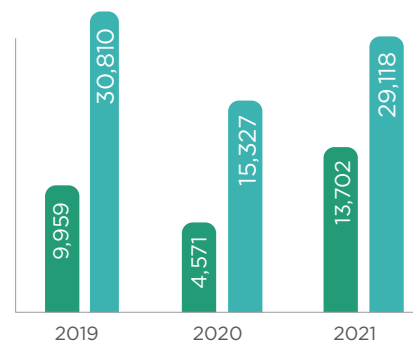
■ Hazard Hunt Reports

Case study

Toolbox Talks (TBTs)



TBTs are short, informal safety meetings focused on the specific job at hand. This is a mandatory daily training session conducted on-site 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.



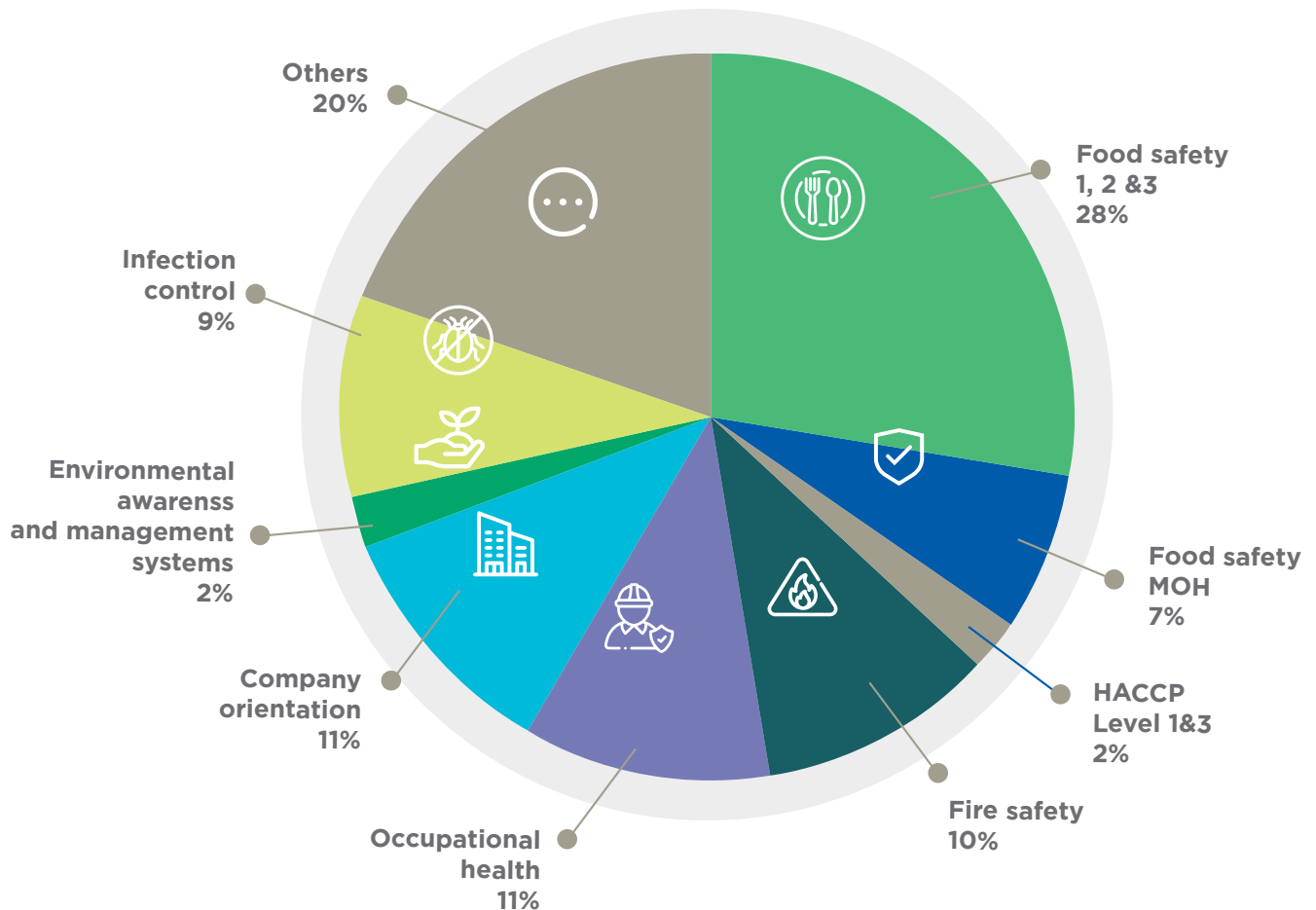
■ Employees trained internally on QHSE related trainings
■ Internal training hours in QHSE topics

Despite the restrictions due to the pandemic, in 2021 the QHSE department trained 13,702 employees internally with over 29,118 training hours. Aside from the mandatory health and safety training in our induction programme, the most covered topics include food safety, fire safety, environmental awareness, 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 are some of our high-risk areas.



Employees trained in HSE in 2021

(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 the customers at our operational sites (including those residing at the Renaissance Villages) and our nearby communities.

In particular, our catering services have direct implications for our customers' health and safety. Therefore, we seek to take the utmost care with regard to hygiene in food preparation, handling and service processes. To this effect, we have developed our catering and food service offerings in line with the ISO 22000 food safety management system requirements.





Our operations in Oman are HACCP certified, and in 2021, we upgraded our food safety system certification from ISO 22000:2005 to 22000:2018. We also follow a strict protocol and regimen to periodically test the ingredients and products procured at the food labs, to manage the continued focus and priority placed on food safety.

Furthermore, our kitchen staff undergo several levels of food safety training and we endeavour to take the utmost care about hygiene in food preparation, handling and service processes.

Following the outbreak of COVID-19, we have also adopted a more focused approach to preserve our customers' wellbeing, while ensuring that they enjoy our high-quality services safely.

In 2021, 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.

Our emergency preparedness

As a key component reflective of our core value of operating safely, it is imperative for us to ensure that our staff and clients are kept safe at all times, and no harm befalls them. In this regard, ensuring emergency preparedness is critical for us to achieve our safety objectives due to the nature of the sectors that we operate in, which usually involves working in hazardous conditions.

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. In 2021, we conducted 44 audited safety drills at all Renaissance Villages to evaluate our preparedness for environmental, fire, medical, natural calamity and oil spillage related emergencies. The key insights from the drills are also deliberated during TBTs as lateral learning.

Through 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 force majeure events, while also avoiding/ mitigating financial and reputational losses.



Our employees undergo basic and advanced safety training sessions (including physical demonstrations and tabletop discussions), which have inbuilt learning and practice modules for emergency preparedness, required for various types of untoward events.

We intend to continue to enhance our emergency preparedness with more such safety drills in the coming years, including appending safety drills focused on public health emergencies to our existing procedures.



Spotlight**Surviving the COVID-19 crisis**

Since the outbreak of the COVID-19 pandemic in 2020, Renaissance has implemented several initiatives under a comprehensive strategy of 'In Service of the Nation', a determined campaign supporting the Government of Oman in its efforts to tackle the COVID-19 challenges.

With a strong risk management system in place, we have always been mindful of the potential threats to sustainable operations and have continually equipped ourselves to handle unexpected disruptions and ensure business continuity. The following case studies depict some of the initiatives undertaken, as our response to the pandemic.



Case study

A structured response to COVID-19



Renaissance was able to counter 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 best practices for COVID-19 tracking and tracing, thereby minimising the spread of the virus. As a first step towards understanding the pandemic and its impacts, the key members of the leadership team undertook special courses from internationally reputed medical universities such as Johns Hopkins Medical University, to understand the control measures.

In addition to our existing QHSE plan, we updated our safety protocols in an efficient and timely manner and implemented several measures to ensure that the three key aspects of safety were observed – sanitation of surfaces, practising social distancing, and promoting a contactless environment.

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. Due to our well-coordinated efforts, we were able to contain the spread of the virus to a very large extent. The company's response to the challenges posed by the pandemic attracted widespread appreciation from customers, authorities and the media.

Furthermore, to combat the unprecedented situation, we also initiated a more focused approach in the form of a 7-point strategy to tackle the COVID-19 pandemic. The plan included:

- Taking measures to keep our customers and people safe from harm
- Sustaining our essential services to keep the health service, national projects, and key areas of the economy operational
- Providing help and resources to the government in the fight against the virus
- 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 keep the company profitable through efficiencies driven by supply chain and operations

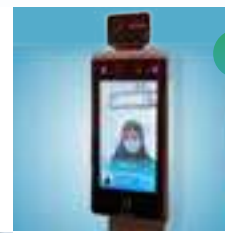
A snapshot of COVID-19 measures that were taken to protect our workforce and customers, keep clients operational, and our business profitable:



Workforce remained productively employed, fully paid with no layoffs



Lockdowns. Enhanced security controls: No entry except residents



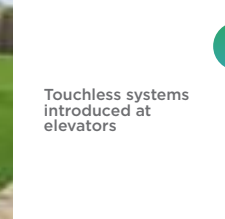
Protective screens at reception and service counters



PPE for all staff including frontline workers



Closing all recreation areas and public places



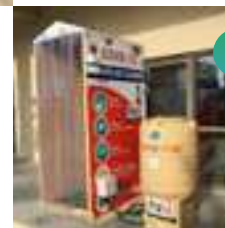
Touchless systems introduced at elevators



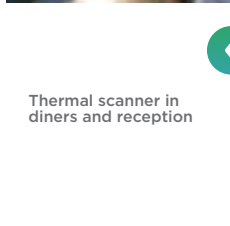
Food parcels provided to minimise footfall in diners



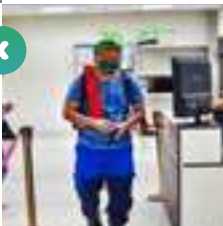
Social distancing in all diners and public areas



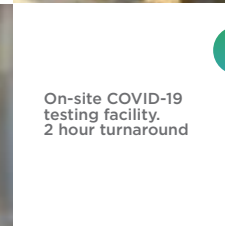
Disinfection chamber in front of diners



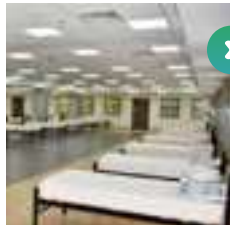
Thermal scanner in diners and reception



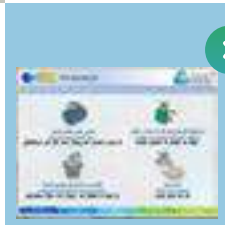
Disinfecting all common areas



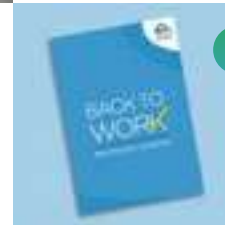
On-site COVID-19 testing facility. 2 hour turnaround



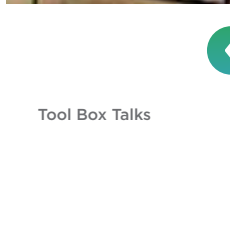
Quarantine ward



Awareness campaigns



Sharing best practices e.g. Back to Work Best Practice Guidelines



Tool Box Talks



Special sanitisation drives at hospitals, Renaissance Villages



Supply chain fleet sanitisation



In 'Service of the Nation' - Providing thousands of free meals across Oman



Communicating with stakeholders through social media, website, notice boards

Case study

Renaissance rolls out an extensive vaccination programme



Keeping our people safe is vital to ensure that we can continue delivering essential services to our clients, while being cautious and mindful of the ongoing impact of the pandemic.

With the key objective to implement precautionary measures to eliminate and bring the COVID-19 cases under control, we took several proactive measures and initiatives to safeguard the health and safety of our employees and their families alike, as well as other contractors working on site.

In 2021, we deployed a mega COVID-19 vaccination programme for our employees. The initiative was one of the large-scale healthcare efforts in Oman, covering over 8,800 employees serving at over 100 locations across the country.

This vaccination drive gave equal access to all employees across the organisation to get their vaccines safely and securely. Approved clinics were approached to drive the programme, wherein two doses of vaccination and booster shots for all the employees were provided. During the vaccination programme, the operational sites played an active role in setting up the drive and organising the staff, while adhering to the COVID-19 protocols. In particular, the HR and QHSE teams were involved in planning, communicating with the site management and keeping track of the doses.

This extensive vaccination drive undertaken by Renaissance not only ensured that our people were protected, but also reflects our core values of safety, service and care for our employees, clients and the community.

Our way forward

At Renaissance, we recognise that health and safety management is a continuous journey. As we move forward, we shall continue to strive and maintain the high standards in our health and safety performance and closely monitor our QHSE compliance, while making improvements and implementing updates to our OHS management system as per international standards.

As we operate in the 'new normal' and advance together towards a healthier tomorrow, we will also persist with our efforts to focus on our suppliers', employees', contractors' and customers' safety practices as well as raise awareness of our QHSE guidelines. We also intend to continue to enhance our emergency preparedness with more safety drills and programmes in the coming years.

Furthermore, we shall leverage the use of digital solutions as a key enabler to operate in a responsible manner within an incident-free and secure environment and accelerate our efforts towards QHSE excellence.





Delivering locally: Caring for our communities

Building a stronger local presence

As a strategic business priority, we strive to be a respected community partner who understands the local needs and aspires to create mutual value in the communities that we operate. This involves creating a long-term positive impact by focusing on three core areas: growing local businesses, recruitment of local talent, and community investments.

We also create ICV through the training and development of national talent to enhance their skills and employability, as well as through our CSR programmes.



As we advance on our strategic business transformation journey, we will not only continue to focus on ICV creation but also endeavour to quantify the impact of our contribution towards the sustainable development

of Oman. This section details the key initiatives that we implemented in 2021 to contribute to the 'Local' pillar of our Sustainability Ethos.

Ethos Pillar: Local

Material topics	<ul style="list-style-type: none"> Local procurement Local 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 Environment and natural resources Education, learning, scientific research and national capabilities
Other topics covered	<ul style="list-style-type: none"> Learning and development of local talent Local community engagement 		

Highlights of 2021





Our contribution to ICV creation

Renaissance is dedicated to maximising local content and seeks to benefit all the stakeholders at each step of its value chain while providing high-quality services to all our clients.

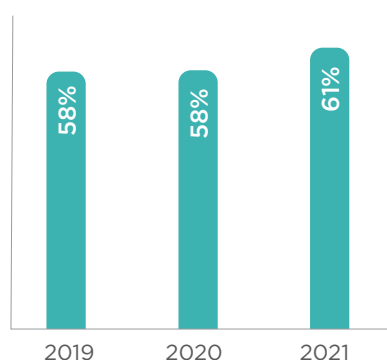
Creating ICV strengthens our brand value, and our relationships with the government and the local communities where we operate, thereby reinforcing our social licence to operate.

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 for the economies in all our operating locations.</p>
Investment	Investing in infrastructure that would support the local community through the construction and operations of the Renaissance Villages in Oman.	<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. Develop SMEs through the company's off-take 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	Engage with the local community through meaningful and relevant CSR programmes.	<p>Our strategic CSR programmes prioritise projects which focus on three key areas:</p> <p>(i) Economic wellbeing 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 publicly listed company on the MSX, provide 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"> Retain earnings generated in Oman and repatriate earnings generated abroad. Maximising in-country spending on people, goods and services. 	<p>As a business listed on MSX, we create economic value for our local shareholders and also 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, we seek 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>

As a strategic priority, we strive to maximise the local content in all the geographical areas we operate in. However, first and foremost as an Omani business,

we take huge pride in our contributions to the local communities and seek to monitor and continuously improve our ICV creation in Oman.



Data

■ Percentage of total expenditure spent on ICV



Compared to 2020, the percentage of ICV expenditure increased in 2021 and constituted 61% of our total expenditure.

We are committed to increasing our ICV expenditure and continuing our localisation efforts to contribute towards the national strategic objectives of Oman Vision 2040 in the coming years.



Supporting local suppliers

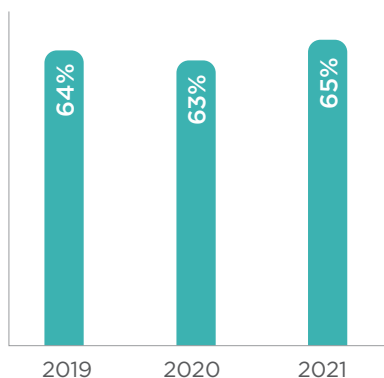
At Renaissance, the procurement of goods and services from local businesses is a key component of our contribution to the local economies. We consciously aim to be proactive in engaging with local businesses including SMEs to encourage their development, as we acknowledge that the support of local business partners is critical to our growth and business progress.

Further, we recognise that investing in local suppliers enables a sustainable business environment for the country, builds local capability and creates employment. Our SME suppliers also consider their

strong relationships with us as a critical step in growing their businesses to the next level.

We aim to increase our total procurement expenditure within Oman by purchasing products and services provided by skilled Omani nationals.

Nevertheless, we prioritise local procurement without compromising on the safety, timely delivery, quality and cost of our services. This approach also helps us mitigate the risks associated with the continuity of our supply chain.



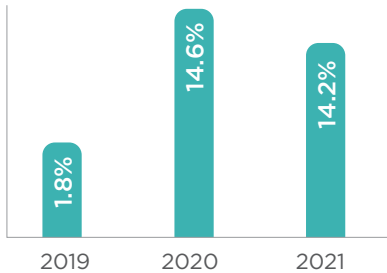
Data



Percentage of goods and services procured from local suppliers based in Oman (including SMEs)*

In 2021, we sourced 65% of our requirements from local suppliers. Going forward, our initiatives to work closely and engage with local suppliers such as purchasing locally produced vegetables, introducing quantifiable buying targets for SMEs to promote their development, etc., are bound to increase the overall share of local procurement in our operations in the coming years.

**As we continue to enhance our data, we have restated our 2019 figure to reflect the percentage of local procurement more accurately.*



**As we continue to enhance our data, we have restated our 2019 figure to reflect the percentage of goods procured from SMEs in Oman more accurately.*

Data



Percentage of goods procured from SMEs in Oman*

Among the local suppliers, we actively support the development of SMEs in Oman. In 2021, the overall volume of materials purchased from SMEs across all our contracts in Oman marginally decreased to 14.2%.



Being the preferred employer of locals

We at Renaissance believe that a competent, qualified and capable human resource is critical for the development of our nation. In 2021, we continued to focus on recruiting local talent to support our country’s vision towards nationalisation and to enhance our brand as an Omani company. We also ensure compliance with local labour laws and regulations including nationalisation targets across all our geographies of operations.

The recruitment and development of Omani nationals is a key priority within our ICV strategy, and we firmly believe that it helps us make meaningful investments in

the training and development of our local workforce. Our approach transcends beyond the regular ‘direct hire’ recruitment approach into developing, equipping and ensuring the ‘job readiness’ of our Omani employees

Over the years, we have continuously aimed and exceeded the Omanisation requirement stipulated by the Ministry of Manpower, which is 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.

In 2021, 22% of our senior managers were hired from the local community in Oman

Case study

Ushering the development of local leaders



During the year, under the leadership of Renaissance management, the HR department representatives visited workshops conducted at

Jebel Akdhar by Outward Bound Oman (a not-for-profit organisation focused on developing human capital through the provision of outdoor experiential learning programmes) to inspire the next generation of young Omani talent.

The programme constituted a group of 20 young and dynamic Omanis, comprising a mixture of school students, college graduates and job seekers from every region of Oman. Our HR team participated in a group discussion and shared information related to Renaissance Services along with their own experiences and learnings from working with a diverse range of organisations and individuals.

The purpose of such activities in remote areas was to help, equip, build and enhance the young individuals with the skills, knowledge and right attitude to succeed. During the programme, we witnessed the participants demonstrate teamwork, passion and creativity along with a keen eye for innovation, safety and work ethics. We look forward to participating in more such commendable programmes in the coming years.

“It was fulfilling to see young girls and boys from across Oman work as a team, innovate, focus on safety and ethics, and outdo themselves. They demonstrated passion and creativity in all their tasks despite being in challenging conditions and situations. Outward Bound Oman is equipping them with the right skills, knowledge and attitude for success.”

Nasser Al Habsy, HR Manager, Renaissance

Further details on the Outward Bound Oman programme can be found on page 111.

Building the local talent

At Renaissance, we invest our efforts 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 talent acquisition and talent management strategy revolve around the principle of finding the ‘right person for the right job’ while ensuring employee retention and building organisational capabilities.

We have always attracted young Omanis who develop into well-rounded professionals, capable of performing their activities to the best of their potential while fulfilling our high service standards. Our continued success in relation to meeting the targets set by the government is due to the adoption of a three-pronged approach towards recruiting Omanis, as per below.

Approach for recruitment of Omanis	Methods of recruitment	Objective
	Direct hire	Recruitment of qualified and experienced Omanis as lateral entries into middle and senior management.
	Renaissance Accelerated Learning Initiative (RALI)	Recruitment of fresh Omani graduates into junior management positions with the aim to groom them to reach higher positions within the organisation.
	National Training Fund (NTF)	Recruitment and induction of young Omanis who undergo NTF financed vocational training programmes at training institutes such as National Training Institute (NTI), National Hospitality Institute (NHI), etc., that provide them with the industrial exposure to make them ‘employable’.

For more details on RALI and NTF programmes, please refer to pages 108 and 109.

As we expand our workforce, we will continue to prioritise the recruitment of Omanis, by developing the skills of our local talent and helping 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.

Training and development of locals



At Renaissance, we always value the fresh ideas, energy, innovations, and disruptive approach that the young talents bring in. In line with our efforts to contribute to ICV generation in Oman, our training and development programmes place a special focus on the development of local Omani talent. This also includes the provision of opportunities for young local graduates and trainees to gather knowledge, and 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 dedicated internal and external training, and other specialised certification programmes in collaboration with educational institutions. We also seek

to provide opportunities for specialised skill development to enhance the employability and career development of nationals.

We believe that through the provision of these dedicated training programmes, our Omani employees will be able to enhance their skills and meet the job-specific requirements, thereby developing themselves within the organisation.

Case study

Internship programme for university students



In 2021, we commenced a new initiative to provide internship opportunities at Renaissance, in an effort to support university students who are required to acquire industrial/ workplace experience to fulfil their degree programme.

Our integral internship programme commenced in February 2021, with five Higher College of Applied Science students attending a 12-week internship in the IT, Supply Chain and HR departments. Students were exposed to practical hands-on projects and tasks, that were set within a real working environment. Through their final presentations, the students also demonstrated a good understanding and knowledge of the company's practices and processes.

As part of our commitment to developing young talent, we seek to provide more opportunities to support university students in the coming years.



Case study



Developing young Omanis with support from NTF



Established in 2016, the National Training Fund (NTF) is Oman's workforce development body that is mandated by the Government, to develop human capital by bridging skill gaps and furthering the capabilities of the Omani workforce.

In 2021, 37 Omani trainees comprising 15 Housekeepers, 10 Waiters and 12 Cooks successfully completed one of the three NTF training programmes at Renaissance.

These programmes are provided by certified training providers, who deliver internationally recognised and accredited qualifications covering food production, food and beverage service, housekeeping and job-specific training for front office, warehousing and maintenance workers.

Since 2018, more than 150 Omani trainees have successfully completed NTF programmes including 35 Housekeepers, 40 Cooks, 10 Waiters, 12 Receptionists, 27 Electricians, 28 AC Mechanics, and 4 Stock Controllers.

NTF Trainees completed over 34,500 training hours, with 37 Trainees completing their course.

Case study

Grooming potential leaders through RALI



At Renaissance, we are mindful of the importance of grooming local talent to become future leaders. In 2021 we introduced Renaissance Accelerated Learning Initiative (RALI), an intensive graduate development programme aimed at inducting and

grooming talented young Omanis.

The RALI programme and its components have been meticulously designed to reflect our core values and behavioural expectations. For this purpose, we partnered with a well-known HR consultancy and training company in Oman to assist in the recruitment process, design and delivery of workshops, and the formative assessment process.

The RALI trainees were shortlisted from a pool of over 1,000 applicants after a rigorous, multi-layered selection process. The benchmarks for selection included excellent communication skills, passion to achieve, desire to learn, and willingness to be part of a continually growing and evolving organisation. Subsequently, the RALI programme was launched in September 2021, with our CEO introducing the



inaugural batch of 11 trainees to the company's operations and values.

The programme comprises classroom learning, online training courses, coaching and mentoring, and project involvement, alongside an extensive OJT programme encompassing all aspects of Renaissance's operations, supply chain and

support functions.

Under the eight-month intensive programme, the group will be equipped with essential skills along with on-the-job experience through rotational deputation in Renaissance's various departments and operational sites across Oman, including RSVD.

As part of the OJT across departments and locations for the RALI team, during the first three months, the trainees attended:

- Up to 26 days of training at RSVD on F&B, laundry, housekeeping and front office
- 13 days at Central Stores learning the fundamentals of procurement, warehousing, and sales
- Between 7-13 days of being tutored on the workings of IT, QHSE, HR and Finance departments
- Sessions on Lean Six Sigma and integrating business processes with ERP

As a responsible private sector entity focused on Omanisation and ICV, we have aligned the RALI programme with the objectives of Oman Vision 2040, thereby driving positive local impact and creating an indirect value chain by enhancing the skills and employability of young Omanis.

We are confident of the success of RALI and

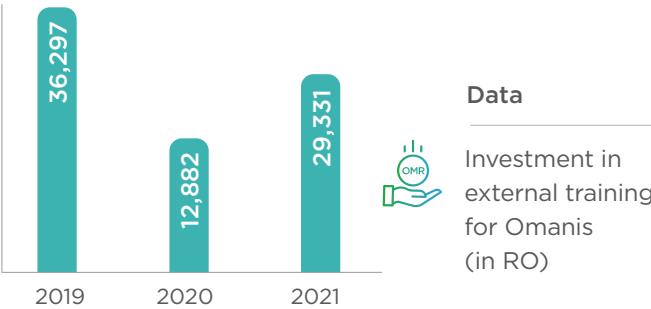
look forward to welcoming the young pool of talent to join us full time, upon completing the programme. Taking the lessons learnt, we also look to redesign and implement the second phase of the programme with a new batch of local talent in 2022, with improved performance indicators to measure the programme outcomes.



The launch of the RALI programme has gained widespread media attention and has enabled us to communicate our values and commitment towards ICV creation to the larger society. This has further bolstered our reputation as a responsible organisation.

We acknowledge the need to up-skill and build the capabilities of our Omani workforce, by ensuring that they have the right competencies for the jobs. Despite the COVID-19 restrictions, through the provision of

training via online platforms, our investment in the external training of Omani nationals increased by more than twofold in 2021, with 38% spent on the provision of developmental training.



In the coming years, Renaissance will continue to develop the skillsets for a qualified and employable Omani workforce through various programmes. Through a combination of ILT sessions, online learning and industrial exposure (including the RALI programme), we seek to give the Omani youth opportunities for a promising career path and 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 through relevant and meaningful CSR programmes.

In line with our efforts on ICV generation, we continue to focus on three key areas as part of our strategic CSR programme rollout: economic wellbeing and personal development, protecting the environment, and improving and assisting communities.

We actively support various organisations through our community investments, which are allocated to entities or initiatives that are closely aligned to our CSR focus areas.

In 2021, we disbursed a total of RO 61,912 as part of our CSR spending. Our CSR contributions covered the following activities during the year:

CSR programme	Economic well-being and personal development	Protecting the environment	Improving and assisting communities
Programme mission	Support local talent by investing in education or through training programmes to encourage them to achieve their full potential.	Work closely with partner organisations to sustain biodiversity in our areas of operations.	Sponsor proposals from social causes and charities that are relevant to the communities, to help make a difference.
Key project activities in 2021	<p>Outward Bound Oman 2021 Sponsorship: The programme provides opportunities for young Omanis to attend skill development courses. Please refer to the case study on page 111 for more information on this programme.</p> <hr/> <p>Inclusive Learning Difficulties programme sponsorship: The initiative at the Paradise Valley Private School focuses on educating children with mild to severe learning difficulties alongside mainstream students. Please refer to the case study on page 112 for more information on this programme.</p>	<p>Environment Society of Oman (ESO): The overall aim of the programme is to help conserve Oman's natural heritage and raise awareness about different environmental issues. Please refer to the case study on page 112 for more information on this initiative.</p>	<p>Supporting communities: During the year, we provided voluntary support and sponsorship for various community development programmes (including providing relief efforts during the Cyclone Shaheen). More information is presented in the case study on pages 113 and 114.</p> <hr/> <p>Other donations: Contributions were also made towards other miscellaneous charitable donations (which were subjected to a case-by-case approval).</p>
Disbursement in 2021 (in RO)	24,000	10,000	27,912

Case study

Outward Bound Oman



CSR at Renaissance is aligned with the objectives of Oman Vision 2040, thereby putting the youth at the centre of nation-building. Thereof, in 2021 as well, as part of our continued efforts to encourage

the development of young Omanis, Renaissance proudly extended its support to Outward Bound Oman (OBO)'s educational initiative.

During the year, Renaissance sponsored OBO's Next Generation courses aimed at inspiring and equipping young Omani men and women with the necessary skills and tools to achieve their full potential and become productive members of society.

The initiative, which is conducted amidst scenic deserts and mountains, aims to educate participants on the importance of teamwork, collective responsibility, leadership, and other effective habits through experiential learning using the 'outdoor classroom' techniques.

It is noteworthy to mention that through its sponsorship for OBO over the years, Renaissance has thus far helped over 700 young Omanis to enhance their life skills and employability, thus making them future-ready as leaders and agents of change.

In 2021, we sponsored four training courses, which were carried out in Jebel Akhdar. The programme was attended by 77 participants including school and college students, as well as job seekers, who were engaged and trained through eight sessions.

The outcome of the programme was encouraging as the majority of the participants gave positive feedback and found the programme useful.

“With OBO as the perfect facilitators, the experience has been nothing short of phenomenal for young participants who put their theoretical skills to practical use, worked as a team, broke visible and invisible barriers and developed tactical approaches to meet challenges.”

John Murphy, Head of learning & Development

“Thank you for investing in developing and supporting the youth through Outward Bound Oman and visiting us. It was amazing.”

Athir al Mamori

“We are among the main contributors to Oman's Vision 2040. To have a brighter future, we need to work harder to become the best version of ourselves.”

Sumayya Mohammed, participant

“Thank you for contributing your time to give me a valuable Experience.”

Muzna al Buloshi

As part of our CSR efforts, in 2021 we also created an awareness video with the CEOs of Renaissance and OBO. This video highlights how Renaissance, in partnership with OBO, is contributing to Oman Vision 2040 objectives by investing in Oman's real wealth – its youth.

Case study

Paradise Valley Private School



The Paradise Valley Private School is a bilingual school in Oman, that caters to all nationalities with an international faculty offering training and education as per International Baccalaureate (IB) curriculum.

The school believes in the inclusion of all students, each in their diversity, and is committed to educating all who enrol to learn together, including children with learning difficulties.

We at Renaissance laud this initiative and we funded the education of differently-abled children to enable and empower them to acquire knowledge and life skills to achieve their full potential, while being nurtured in an inclusive learning eco-system.

Case study

ESO Capacity Building Partner

As a commitment to the environmental sustainability of the region, over the years Renaissance has provided financial assistance and put its weight behind several programmes in partnership with ESO, including educational and capacity building programmes for environmental conservation, youth summits, events and fundraisers to initiate a series of actionable steps to create awareness, conduct research and address some of the major environmental issues of Oman.

To this effect, bolstering Oman's capacity in the field of environmental conservation has been a central part of ESO's mandate. Over the last ten years, ESO has successfully trained 11 young Omanis in conservation strategies, community engagement and NGO management.

Thereof, ESO welcomed Renaissance Services as an ESO Capacity Building partner for 2021. Subsequently, Renaissance joined the consortium of sponsors as part of an ongoing commitment that ESO already has for this important programme.

Renaissance prides itself in partnering with ESO, as we share the same passion and commitment to preserve the environment and protect it for the future. We are looking forward to working closely on more such programmes that make a difference, in the coming years.



Case study

Tawasul Volunteer and Community Programme



As a strategic partner in SEZAD's Tawasul initiative, we provided voluntary and financial support towards the refurbishment of a pre-school nursery run by the Omani Women's Association in Duqm's Sai village, so as to provide a healthy educational environment for pre-school education.

The programme was implemented with the support of volunteers from the Projects, Commercial and RSVD Operations departments. We also provided the following as part of the CSR fund allocated for the initiative:

- Any tools and materials, paint, etc.
- Personal protective equipment (PPE)
- Special T-Shirts/ baseball caps/ Hard Hats with Renaissance and Tawasul logo, and appropriate slogan
- Special BBQ/ picnic for the team at the end of the task

This project supports the Ministry of Education's efforts to encourage schooling in Al Wusta, where data shows the prevalence of low literacy and higher school drop-out rates.

Renaissance's CEO, Stephen R Thomas, is one among the 22 recipients to be awarded the long-term investor residency visa in appreciation of his contribution to Oman's social and economic development.



"I have had the good fortune of receiving this honour, and I consider this a recognition for everyone at Renaissance Services"

Stephen R Thomas, CEO, Renaissance

**Case study****Being there - Riding the storm for service, staff and community**

In 2021, Renaissance stood and tackled every challenge in the face of adversity, that was brought upon by Cyclone Shaheen across various parts of the nation. By planning in advance, being proactive and available round the clock even as the storm battered several parts of Oman, we continued to deliver high-quality services to our clients and the communities we serve.

Renaissance donated a large consignment of essential supplies to Oman Charitable Organisation for cyclone stricken families. A team from our HR and QHSE departments extensively toured the wilayats of Khabourah and Suwaiq, and distributed relief packages (through Al Kamil) to the staff affected by the cyclone.

A group of 11 volunteers from the company's Supply Chain department also spent a day in Al Bidayah and Suwaiq, clearing debris, mud and damaged items from homes of flood-hit families, helping them return to normalcy.

The Renaissance spirit of camaraderie and pushing through all challenges was evident in the fact that many staff members volunteered to lend a helping hand to their communities despite losses and damage to their own properties.



ETCS does us proud by emerging as the winner in the medium category of the 14th Arabia CSR Network Awards, thereby bagging the award for outstanding CSR in the Arab region

Case study**A drive to give back to the community**

In coordination with the Ministry of Health and Medco, our team at Renaissance Village Nimr participated in a blood donation campaign. All the arrangements, including the venue and refreshments for the donors and staff, were made by Renaissance.

Spotlight

Committed to preserving the environment



Renaissance is committed to the policy of no harm to the environment. We continuously encourage and urge our customers to go green and take every possible step, small or big to contribute to the larger cause of the environment.

From undertaking several environmental sustainability measures including following effective waste management strategies, recycling materials, using green energy, planting green and aligning ourselves to global climate goals, among a host of other green projects, Renaissance has well demonstrated its environmental concern. We

shall continue to practice and encourage habits that preserve our environment for future generations.

Besides, as part of our CSR efforts to further promote environmental awareness and preservation, we also celebrate Oman Environment Day and World Environment day each year by undertaking various initiatives including:

- Planting trees in Renaissance Villages, namely Duqm, Nimr, Bahja and Fahud to sustain clean air and a friendly environment, thereby contributing to 'ecosystem restoration'. Not to forget, this also adds beauty to the locations while fostering a healthy and peaceful environment for the people, when surrounded by greenery and trees.
- Promoting clean surrounding areas by organising community cleaning campaigns/ cleanup drives, thus promoting healthy living and contributing to environmental protection.
- Our other green initiatives include cultivating vegetable gardens along with the expansion of our organic nursery.

Case study

Oman Tree Day - Committed to building strong roots



Oman Tree Day celebrations at the Renaissance Village Marmul saw a plantation drive and preparations for a winter flower garden, with the plants being sourced from the team's own nursery.

The team at Renaissance Village Nimr planted 12 banyan trees on the premises and contributed 50 plants of different varieties towards PDO's Oman Tree Day celebrations.



As part of our green commitment, at RSVD we have planted more than 1,100 trees and flowering plants of different varieties. Besides beautifying the facility, this also highlights the importance of how growing a green cover can benefit Oman's environment and ecology.

Case study

Earth Hour at Renaissance



At Renaissance, we are passionate about protecting the planet from the effects of climate change and reckon that our small acts can make a big difference to preserve the environment.

To promote environmental awareness and resource conservation, Earth hour was observed across locations including our head office, Wadi Kabir Staff Accommodation, Duqm, Marmul, Saih Rawl and Nimr.

Non-essential lights were turned off as Renaissance joined the global movement to campaign for environmental awareness. Also, our employees across the operating locations participated in the movement by observing Earth Hour in their own unique way.

Case study

Jute bag distribution - #RenaissanceCares



A key initiative that we have undertaken as part of our organisation's CSR efforts, as a token of our commitment to environmental

sustainability is our #RenaissanceCares campaign, wherein eco-friendly jute bags are distributed as a greener and more sustainable option over plastic bags.

As a positive step towards preserving our environment for a better future, we distributed reusable bags to the Al Mouj community, thereby bringing sustainable options to their doorstep.

Following Al Mouj, the Renaissance eco-friendly jute bag also reached the doorsteps of PDO residents with about 350 bags

distributed in PDO's Qurm area. Moreover, the bags are also being handed out to shoppers at the RSVD supermarket, thereby further spreading Renaissance's message on choosing greener and more sustainable options.

"There are a lot of reasons why jute should be used for shopping bags. They are more environmentally friendly than paper bags and stronger than cotton. Renaissance's decision to make these bags available is an excellent one,"

Dr. Marion O'Byrne, Al Mouj resident

Our way forward



Enhancing our impact through ICV generation remains a strategic priority for our organisation, thereby reinforcing our belief in contributing to the communities that we operate in, and realising its significance towards business value creation.

In the future, we plan to increase our contribution to local suppliers (specifically SMEs) by further strengthening our longstanding commitment to empower them by developing responsible supply chain guidelines and implementing supporting initiatives.

We shall also focus on developing relevant programmes and initiatives to mentor and enhance their skills and expertise, thereby driving the overall socio-economic impact.

In addition, we envision formalising our engagement with the local communities and evaluating the socio-economic impacts of our community engagement activities, especially in Oman.

Furthermore, as a direct value creation through our operations and in line with the strategic objectives of Renaissance 2.0, we aim to continue to place a special focus on the employment, training, and development of national talent.



Planning green: Managing our environment

Focusing on a greener environment

At Renaissance, we take our responsibilities towards environmental management very seriously and endeavour to employ the global best practices available within our industry sectors. We continuously review and update our business approach to effectively manage our environmental impact, while ensuring responsible consumption within our operations.

Further, we also view our obligation to environmental stewardship as an opportunity to improve our efficiency and provide better services to our clients and communities in all our operating locations, while ensuring compliance with the environmental laws and regulations.



This section of the report looks at our approach towards fulfilling our ambitions and our performance on key environmental indicators as well as targets achieved in 2021, as we strive to accomplish the 'Green' pillar of our Sustainability Ethos.

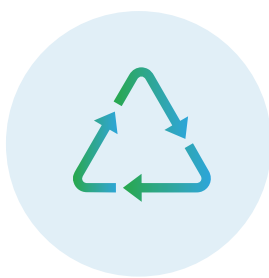
Ethos Pillar: Green

Material topics	<ul style="list-style-type: none"> Waste 	Alignment with UN SDGs <div data-bbox="643 611 911 1008"> </div>	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 Water 		

Highlights of 2021



RSVD smart utility management – IOT based metering solution to track and reduce energy and water usage



Smart food waste management solution – real-time view of food waste by categories to **optimise packaging sizes and food production** batches



Generated **6% less total food waste** than in 2020



Recycled 20,000 litres of used cooking oil

Managing our impact and safeguarding the natural environment



At Renaissance, we map our key environmental aspects and assess their impact in accordance with the requirements of the ISO 14001:2015 Environmental Management System (EMS) standard. In addition, our QHSE policy, and energy and waste management policies set out our commitments and approach towards managing our environmental impacts.

With respect to the management of environmental performance at the Renaissance Villages, we continue to invest in our systems and processes to reduce our

demand for energy and water, thereby ensuring a consequent reduction in GHG emissions. We focus on minimising our overall waste generation, through the implementation of several cost optimisation, operational efficiency and business excellence initiatives. In addition, we also conduct awareness campaigns and training programmes to reduce the food waste generated at our sites.

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.

We also continuously endeavour to improve our data collection and performance monitoring processes through the adoption of IoT and other similar digital solutions, to enhance our operational efficiency while reducing resource consumption.



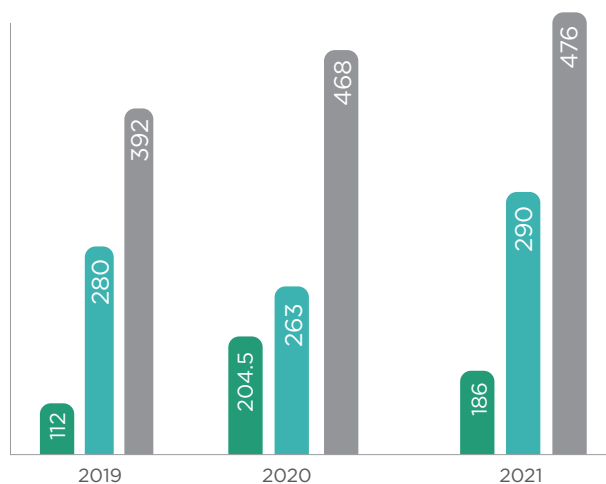
Monitoring our energy consumption

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

Our total energy consumption constitutes the sum of direct energy consumption from fuel (including

propane gas used primarily in our kitchens, diesel and petrol used for transportation needs and other miscellaneous uses) and indirect energy consumption in the form of electricity purchased from the grid.

Trends in energy consumption



Energy consumption (in TJ)

- Total direct energy consumption from fuel
- Total indirect energy consumption (Electricity)
- Total energy consumption

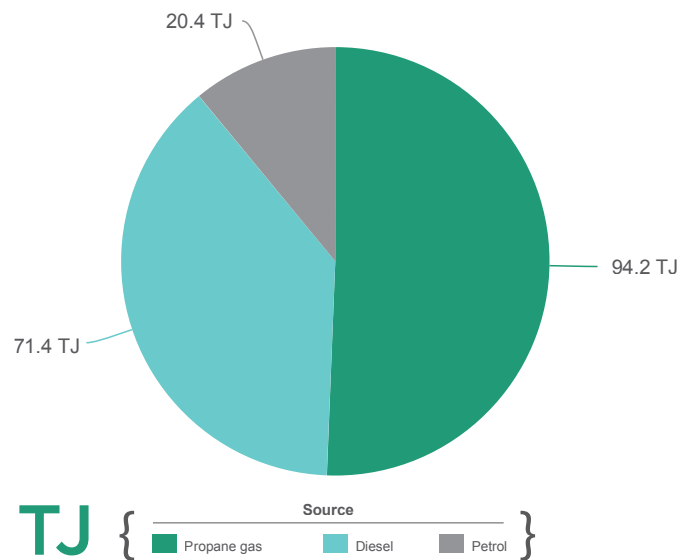
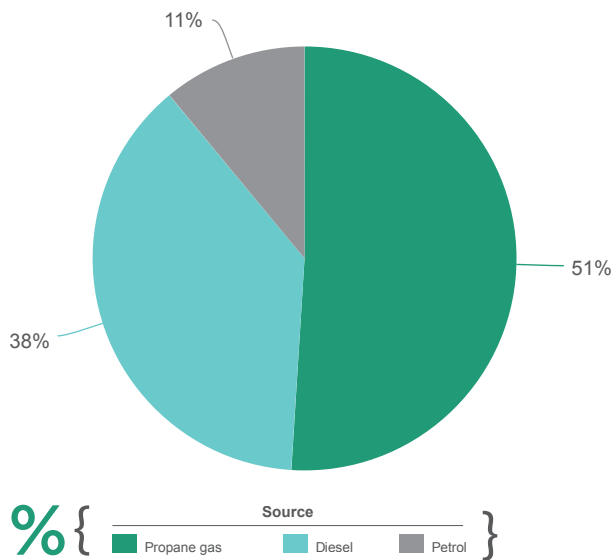


Direct energy consumption

Our direct energy consumption in 2021 (186 TJ) decreased by 9% compared to the 2020 figures (204.5 TJ). This is mainly due to the reduced consumption of propane gas and the curtailment of

catering activities in various operations. Furthermore, unlike in 2020, there was no additional requirement of providing meals to the Quarantine centres for COVID-19 relief efforts.

Breakdown of our direct energy consumption in 2021, based on the share of sources:



Indirect energy (Electricity) consumption

In 2021, our total indirect energy consumption, in terms of the electricity purchased from the grid increased by 10% when compared to 2020. This was mainly due to the gradual resumption of business operations during the year (following the transition from response to the recovery phase of the pandemic), as well as an overall increase in business activities along with higher occupancy rates across the Renaissance Villages (especially RSVD).



Electricity consumption (in MWh)

Total energy consumption

The total energy consumption increased by 2% from 468 TJ in 2020 to 476 TJ in 2021. The overall rise can be mainly attributed to the increase in the indirect energy consumption (in the form of electricity purchased from the grid).



Case study

Energy optimisation

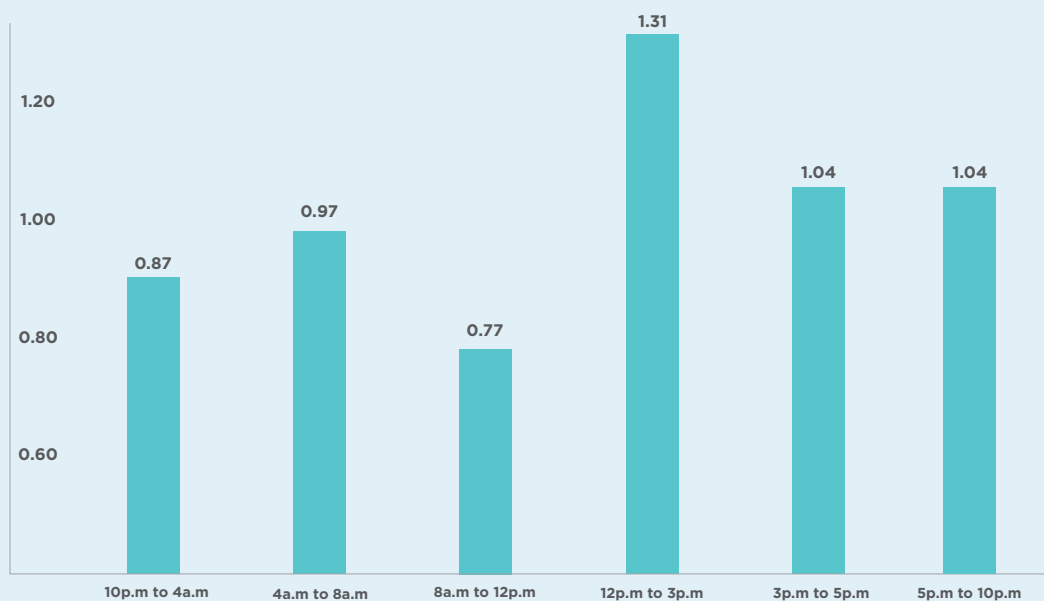
At Renaissance, we are cognisant that over the past few years energy has become volatile on two counts – price and availability. To mitigate this, we need to respond promptly by taking a holistic approach to looking beyond conventional commercial levers to reduce the volatility impact across business operations.

Therefore, in order to achieve cost optimisation and to also enhance the operational efficiency of business processes, we implemented an initiative to measure the consumption levels of different energy sources across each facility; understand the behavioural impact of energy consumption; and identify different categories of lean wastes that exist in the process. We accomplished this by computing the energy performance index across each facility to enhance the process governance, as well as identify outliers.

An assessment was carried out and based on the tangible cost-benefit impact, we identified energy-saving or optimisation opportunities including No-Cost and Low-Cost Initiatives. We also performed an energy audit of the existing facilities to assess the condition of M&E assets and the general conditions of the buildings using thermal imaging.

We view this initiative as a win-win opportunity to achieve cost savings while staying committed to our sustainability goals. As part of phase I of the initiative, demand-based lighting or motion sensor lighting has been deployed in selective buildings across our flagship project RSVD (corridors, housekeeping, and electrical rooms – low footfall areas) to optimise the electricity consumption. Phase II of the initiative shall be executed in 2022 to cover the rest of the buildings in RSVD.

Hourly Electricity Consumption Index



Water leak – Basement floor

Air Leak – 4th Floor Window

Building energy intensity

In 2021, our Renaissance Villages (excluding RSVD) saw a 12% increase in the building energy intensity when compared to 2020, which is mainly attributed to the surge in business operations and the increased occupancy levels across the Renaissance Villages.

Nevertheless, through continuous monitoring, improved efforts and increased emphasis on energy efficiency, we seek to implement proactive measures that will help us in reducing our energy demand and consumption at all our operating locations in the coming years.



Building energy intensity at Renaissance Villages excluding RSVD (in kWh/ person/ day)

Case study

Room utilisation

We noted that the bed occupancy rate at our Renaissance Villages saw a decline in the past few years, whereby the overall room utilisation level (i.e. the percentage of beds filled) stood at 74%. Therefore, we sought to identify potential opportunities to optimise the electricity charges and maintenance expenses by improving the room utilisation levels.

Our approach involved the identification of specific rooms, whereby a single person or two people were allocated in 6-person occupancy rooms, and consequently carrying out a one-time shifting of the residents to free up the rooms.

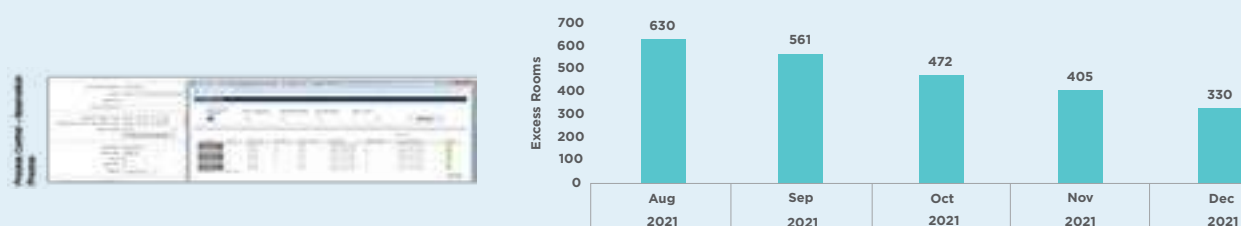
For this purpose, we adopted a system control mechanism by augmenting our in-house software 'My Tisco' with in-built controls to highlight any partially occupied rooms. The software executes an algorithm such that, only when more than 90% of the partially occupied rooms are utilised/ filled up,

new vacant rooms shall be unlocked and gradually displayed in the system. Else, the Operations Manager/ Resident Manager's approval shall be required to allocate a vacant room.

As part of the process control mechanism, we also introduced new KPIs in the 'MyTisco' software to monitor the reservation performance, wherein the room utilisation percentage acts as the lead performance indicator to track and sustain the improvement.

As a result of this initiative, the overall room utilisation levels have improved by over 50%, thereby freeing up to 300 rooms by the end of the year (from August 2021 levels). Subsequently, this initiative is also expected to have a positive impact on reducing the utility bills of our Renaissance Village operations (especially during the summer season) in the coming years.

Improvement in Room utilization Excess room count



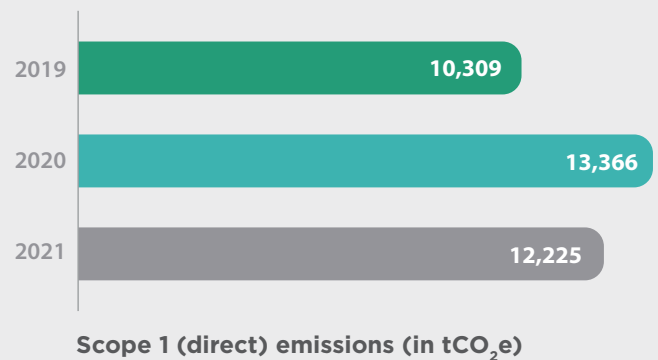
Accounting for our air emissions

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.

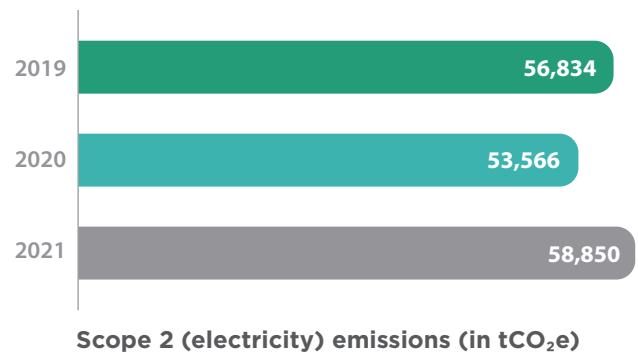
Trends in GHG emissions



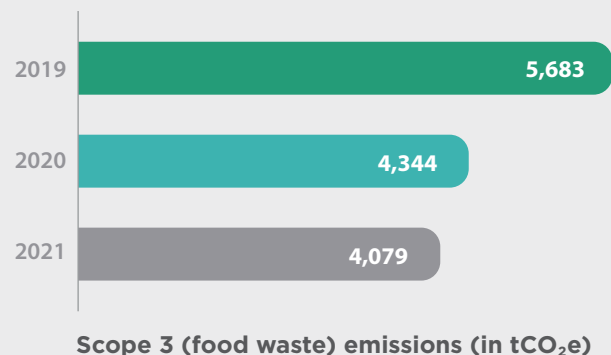
Our scope 1 emissions (from the consumption of fuels such as propane gas, diesel and petrol) decreased by 9% in 2021 compared to 2020. This was mainly due to the overall reduction in the total direct energy consumption (with a significant drop in the usage of propane gas).



Our Scope 2 emissions (indirect emissions due to electricity consumption) increased by 10% between 2020 and 2021 owing to the corresponding rise in the electricity consumption at our sites.



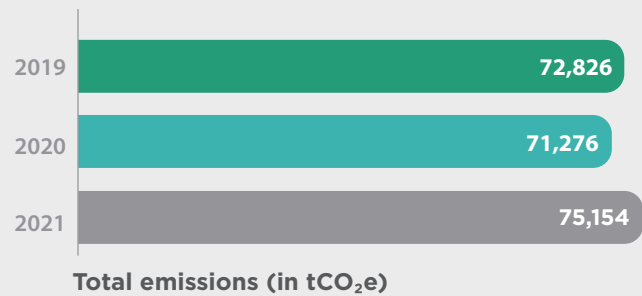
Due to our continued efforts in food waste management, we saw a reduction in our Scope 3 emissions by 6% in 2021. Through regular monitoring and measurement to control food wastage, effective resource utilisation and implementation of stringent operating procedures, we minimised our food waste thereby reducing these emissions.



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

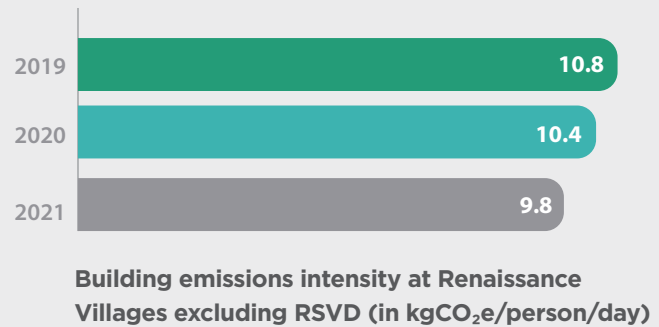
Total Emissions

Our total GHG emissions include Scope 1, Scope 2 and Scope 3 emissions. Owing to the rise in Scope 2 (electricity) emissions, our total GHG emissions increased by 5% in 2021 when compared to 2020.



Building emissions intensity

In 2021 the building emissions intensity at our Renaissance Villages (excluding RSVD) decreased by 6%, due to the overall decrease in the GHG emissions across the buildings.



As we continue to grow our business, we seek to pursue new opportunities and implement innovative solutions to reduce the 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 within our operations is collected as per local regulations and is handed over to the municipal authority for disposal. We also prioritise our efforts to reduce, reuse, recycle and rethink the waste within our operations, by focusing on areas including low impact packaging, electronic waste management, efficient procurement, controlled food production, and reduction of food waste during cooking and consumption.

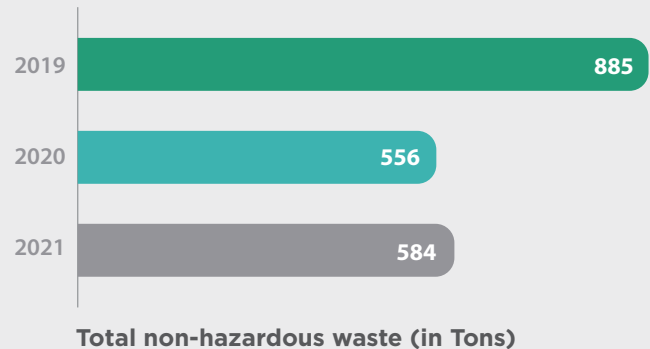
In addition, we also aspire to engage with local government entities to identify new opportunities to reduce and divert the amount of waste sent to landfills.

Further information on the proactive measures that have been taken for managing the waste can be found in the case studies on pages 128 - 134.





Compared to 2020, the total non-hazardous waste generated in 2021 increased by 5% to 584 tons (of which 27% were composed of paper and cardboard). The increase can be attributed to the gradual recommencement of normal business functions at all our operational sites during the year.

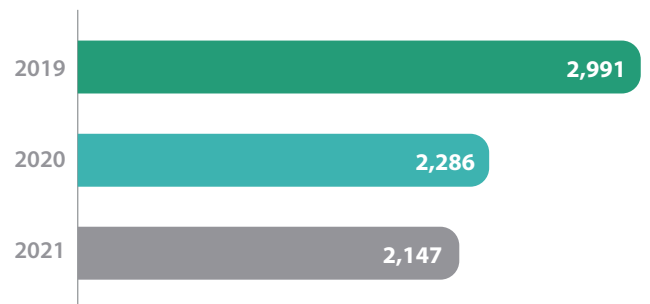


Total non-hazardous waste (in Tons)

Food waste management

With catering as one of our main activities, we generate a significant quantum of food waste at our operational sites. However, in 2021, we have managed to reduce our total food wastage by 6% compared to the 2020 figures.

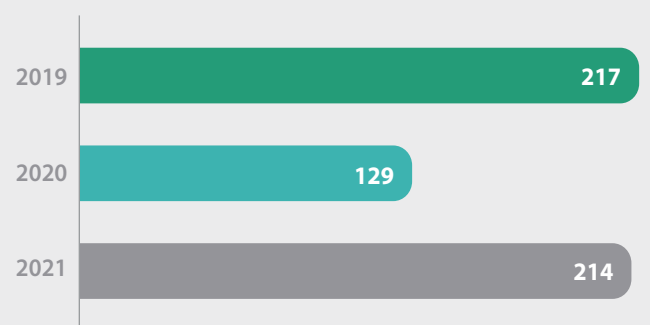
This was largely possible due to the numerous efforts taken in terms of responsible procurement, awareness creation and specific measures (e.g. cost controller initiative, deployment of smart weighing scale, food dispensers, etc.) to address waste reduction from both the food preparation end (i.e., in the kitchens) and the consumption end (i.e., in the diners). Please refer to pages 127 - 130 and 133 for more information on the initiatives taken to reduce food waste.



Total food waste (in Tons)

Reducing the per capita food waste generation remains a key focus for us and we monitor the food waste generated daily per person. This figure has increased by 66% in 2021 as compared to 2020. This is mainly due to the resumption of the dining services at most of our operational locations (including Renaissance Villages), as against the delivery of parcelled meals to the majority of our customers in 2020 (owing to the COVID-19 restrictions and the ensuing lockdowns).

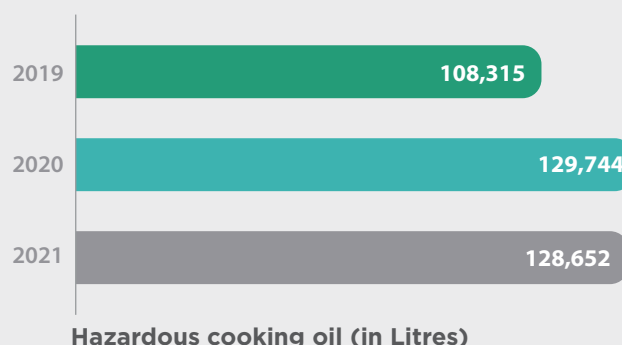
Going forward, we will continue to work towards reducing the per capita food waste generation through the use of innovative technologies and by enhancing customer awareness of the importance of minimising wastage.



Food waste (in g/person/day)

In terms of the hazardous waste generated at our sites, the principal source is the used cooking oil. This waste 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.

In 2021, our hazardous waste marginally decreased by 0.8% over 2020. Please refer to the case study on page 132 for further details on the recycling of used cooking oil.



Case study

Using digital insights to manage our food waste

A key initiative that we undertook in 2021 as part of our resource conservation efforts was to install an automated food waste management system in some of our diners, to accurately measure the food waste generated on a daily basis.

We monitor the waste generated through the deployment of a digital measuring system with a smart weighing scale, which measures and (more importantly) provides information on the segregation of food waste.

Subsequently, this enables us to evaluate the waste generated on a daily basis and service wise, thereby providing us with business insights on the type and nature of food wasted, while also facilitating us to analyse the data to minimise the same.

It also enables our diner chefs to apply their professional acumen when finalising the food items on the daily menu, to avoid excessive food production and wastage thereafter.

While this automated solution has currently been implemented at RSVD, we are looking to deploy this system in several other operational sites in the coming years. Furthermore, to drive the ICV generation we are looking to work with local SMEs to obtain the solution customised in Oman. Moving forward, we shall be formulating other programmes to measure the impact of this initiative.



Another innovative measure that is currently being explored as part of our efforts to reduce food waste is the utilisation of Blast Chillers for preserving pre-produced food and using it as a safety stock to minimise food wastage. As part of the initiative, about 10%-15% of the high-value items are planned to be blast chilled and moved as safety stock.

Thanks to our digital waste management system, the data and insights from this automated solution have helped us to take a strategic decision towards investing in the procurement of blast freezers in 2022.

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 of as per government guidelines.

Going forward, we shall continue to explore the most effective opportunities to manage the waste generated, to minimise our overall impact on the environment. Furthermore, with Renaissance having ventured into the provision of MSW management solutions, we shall also continue to implement the learnings from our professional waste management services into our core operations.

Spotlight

Implementing 4R at Renaissance

As part of our commitment to maximising resource utilisation and promoting circular economy principles, we aim to implement the best waste management practices. In this regard, in 2021 we continued to implement initiatives to 'Reduce' (minimising the waste generated in our operations), Reuse (using the raw materials/ products yet again

or using them differently to maximise their utility), 'Recycle' (converting or repurposing 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').

Reduce

Case study

Ordering in bulk packages



With respect to sustainable procurement practices, a key area where we focus our efforts towards is the minimisation of packaging waste, which is accumulated as an upshot of sourcing materials and resources.

Thereof, we strategically exercise the bulk procurement of resources wherever possible, to reduce the overall quantity of packaging

wastage as well as to optimise our inventory and purchase economics.

Some examples of the initiatives undertaken, especially across our catering efforts include:

- Bulk procurement of aluminium foil rolls, wherein we directed our suppliers to increase the stacking of aluminium rolls in each carton, thereby targeting an eco-efficient packaging measure to reduce cardboard wastage.
- Customised and bulk procurement of chicken franks in large industrial packages by defining the product and packaging specifications, and by also upgrading the procurement requirements. Through this initiative, we reduced our overall procurement costs (due to reduced packaging material usage), while also achieving significant savings in labour hours (as this item is already pre-cut in a uniform manner).

- Bulk procurement of Tuna fish and breadcrumbs, wherein we customised the packaging through upgraded procurement requirements, thus increasing our cost savings.

Our other initiatives also include revamping the product packaging as part of the bulk procurement of water bottles, which were being supplied in large cartons that essentially ended up as packaging waste. Therefore, we engaged with the suppliers to develop an intervention to replace the use of cartons with alternate solutions

(such as wrap-around packing) thereby replacing approximately 100,000 cartons and reducing our negative impact on the environment.



Case study

Minimising kitchen and material waste through more 'Ready-To-Cook' solutions



Kitchen waste, especially in the form of vegetable shavings and remains, is a major contributor to the overall food waste generated in our operations. Therefore, with the intention to reduce kitchen waste and improve efficiency in food production and handling, we switched to the purchase of a 'Ready-To-Cook' onion-tomato base sauce for the preparation of several dishes across our current menu.

With this switch, the initiative is already seeing results in the form of reduced wastage and savings in labour hours along with a reduction in logistics, storage, material and energy costs.

While the initial purchase of the onion-tomato base was made for 1 kg packages, we have stepped up the procurement to 3 kg packages with a total purchase of approximately 200 tons during the year. This initiative has also resulted in the effective reduction of approximately 150 tons of vegetable waste, thereby indicating its huge success across our diner operations.

During the year, we also procured approximately 15 tons of frozen liquid eggs for the preparation of baked goods and confectionary as well as 76 tons of Individually Quick Frozen (IQF) vegetables for the preparation of various dishes across the diners at the Renaissance Villages and other operational sites.



Case study

Other material and cost-saving initiatives



Our other measures also include the development of a 'food cost controllership' initiative to reduce the material quantum of food and beverage wastage and the associated costs through:

- Sourcing (including bulk procurement with a focus on bulk packaging) of bespoke and new products from suppliers to drive better yield, eco-efficiency and other benefits
- Portion control of food items at the diners

The targeted items include: eggs, flour, pre-cut chicken franks, jam and butter portions, chocolate bars, tea, oats, breadcrumbs, onion-tomato paste, gutted kingfish, etc. to drive significant reductions in overall wastage and financial spending.

Case study

Recipe management application and diner turnout forecast



In 2022, we intend to develop a complete recipe management application through data-driven operations. This will enable us to develop linkages across the value chain from procurement through kitchen operations to diner turnout, to improve the overall process efficiency and for a better forecast of the expected number of customers for every meal.

We are also working on automating the food ordering practice across the diners by sending instant notifications to the chef, through the development of a 'food ordering form' which will be interfaced with the recipe management application.

Reuse

Case study

Refurbishment of electronic equipment to enhance eco-efficiency



In 2021, our IT team started an initiative to recycle and refurbish an older inventory of desktop computers, that had piled up as unused assets.

As part of this measure, about 72 desktops were revamped and augmented with a higher lifespan to enhance their operational productivity. In addition, the performance of these refurbished assets was also benchmarked based on the usage and functional requirements to ensure their seamless operation.

As a result of this initiative, we were able to reduce our overall IT systems procurement costs, while ensuring the sustained levels of high productivity of our employees. Furthermore, by refurbishing the older electronic items and putting them to good use, we were also able to largely reduce our e-waste footprint.

Case study

Closing the loop in an ecologically sustainable manner

As part of our catering services, we procure large quantities and different varieties of fish for the preparation of seafood in the diners across our sites.

Earlier we followed a process whereby the procured fish was processed at our diners, where the respective chefs gutted the fish and removed the unwanted material.

As an alternative measure to discard the unwanted remains which may end up as biological waste in the landfills, we have partnered with a supplier who provides us with gutted fish (as per our catering requirements) and disposes off the remains in an ecologically sustainable manner to minimise environmental pollution.

As a result, 30% of the wastage, constituting approximately 40 tons is disposed back into the ocean, which serves as food for marine life.



We also carried out an economic analysis of this initiative which revealed a significant reduction in costs. We have attained 20% monetary savings in terms of value comparable on a yield basis, while also recovering man-hours, as lesser time is required to be spent at the operational level to process the fish.



Recycle

Case study

Used cooking oil to glycerol



As part of our sustained efforts to facilitate the recycling of used cooking oil, during the year 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, this initiative is currently implemented across seven other client sites. In 2021, a total of 20,000 litres of used cooking oil was sent to the approved vendor for recycling from our facilities and converted into glycerol.

Presently, the cooking oil is transported to the recycling facility situated outside Oman to facilitate its conversion to glycerol. However, a dedicated recycling facility is currently being constructed in Oman, which is expected to be operational in 2022. We also plan to acquire the official international certification for performing this initiative in the coming years.

Case study

Managing plastic and paper waste

With respect to plastic and paper waste management, we scrupulously ensure that these wastes are diverted away from the landfill to the best extent possible. Therefore, we have partnered with local vendors to retrieve and recycle the majority of plastic and paper waste.

In 2021, approximately 18 tons of plastic and carton wastes that were generated across the operations were handed over to the vendors for recycling. Due to the absence of a recycling plant in Oman, currently, the waste is shipped to other countries such as India and China, where it is recycled into granules.



Rethink

Case study

Plastic avoidance as our ESG goals



As part of our catering efforts, selective food items such as jam, butter and honey are served to the customers in the form of sachets or in thermoformed packaging. In this regard, we conducted an internal study on their usage, which pointed out the following:

- As a regular practice, most of the customers (especially the residents at the Renaissance Villages) pick up one or two sachets from the diner (after their meals), irrespective of whether they use the sachets or not
- The excess sachets carried by the residents are later thrown in the dustbins
- A significant amount of waste is generated due to the leftovers from the sachets

Our study also revealed a substantial price difference in the procurement of these items in sachets versus their sourcing in bulk quantities.

In order to tackle these issues while improving our diner service, we introduced jam and honey dispensers in place of sachets and thermoformed packaging, resulting in controlled wastage and enhanced cost savings.

Not only has the overall consumption of honey and jam reduced by more than 33%, this initiative has also resulted in the avoidance of plastic usage of more than 250,000 units of sachets in a year.





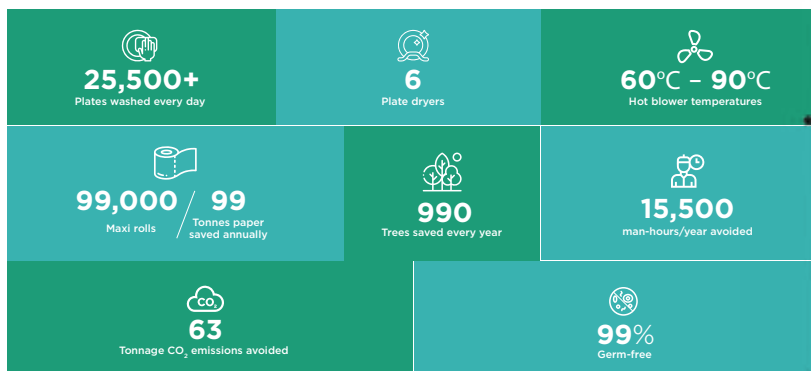
Case study

Efficient and eco-conscious

At Renaissance, as part of our commitment to ESG goals, we continue to introduce simple and sustainable solutions through our operational excellence initiatives. At RSVD, which houses the company's biggest diner, a simple innovation introduced across our catering efforts has helped us achieve a massive positive environmental impact.

At the diners, over 8,500 stainless steel plates are washed after every meal. Wiping these

plates dry with paper towels can use 90 maxi tissue rolls per cycle or 99 tonnes of paper per year. Instead, we deployed six custom-built plate dryers to perform the task with speed and hygiene, wherein the plates are passed through a stream of hot air to pat dry, after being rinsed in the dishwasher. This initiative has resulted in cost savings while also saving 990 trees and reducing 15,500 man-hours spent on this job every year.



Case study

Doing away with one-time plastic use

At Renaissance, we demonstrate our commitment to environmental preservation in all our operations and activities, including sports. Our cricket team (led by coach Nisal Fernando), came up with an idea that replaced one-time use plastic water bottles with reusable and refillable ones. These personalised bottles are sustainable, cost-effective, ergonomic and look stylish too.



Case study

Making our facilities 'greener'



Further to our management of energy, water and waste, we continued to implement eco-friendly initiatives during the year by actively encouraging the increase of green cover across our operating locations to minimise our environmental footprint.

Our landscaping team at Al Mouj has added new plants to the gardens. Among them is *Pedalanthus microcarpus* (variegated), a succulent that acts as excellent ground cover.

Reducing our water use

At Renaissance, we are cognisant of the water scarcity that Oman faces as a country and we recognise our responsibility to participate in saving precious water resources wherever we can. Subsequently, we monitor and manage our water consumption and make sincere efforts to reduce its usage wherever possible, especially in water-intensive activities such as cooking, cleaning and washing processes.

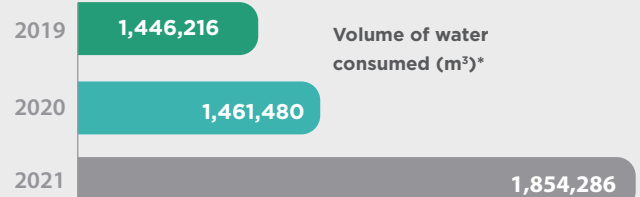
Also, to facilitate water supply at some of our operational sites, water is required to be transported from one location to another. This causes an additional burden on the environment as a result of GHG emissions from the transportation process. Therefore, we aspire to embrace innovation in our water monitoring and management processes by introducing smart and advanced technologies that are water-efficient and/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.





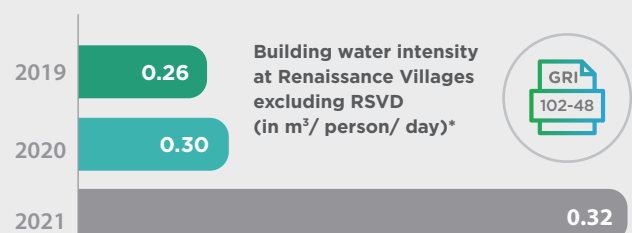
All the water that we consume is withdrawn from municipal sources, and we monitor our water consumption at Renaissance Villages (including RSVD), Ministry of Health contracts and Wadi Kabir. In 2021, our overall water consumption increased by 27%, when compared to 2020. This is mainly attributed to the increased water consumption due to the inclusion of additional wings at RSVD.



**As we continually seek to improve the accuracy and reliability of our reported data, we have restated our water consumption data for 2019 and 2020.*

Building water intensity

Our performance metric for building water intensity at the Renaissance Villages (excluding RSVD) increased by 6% in 2021 compared to 2020.



**As we continually seek to improve the accuracy and reliability of our reported data, we have restated our building water intensity data for 2019 and 2020.*

In the future, we will continue to explore opportunities to reduce our consumption of freshwater 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.

Spotlight

Using IoT and digital solutions to improve asset maintenance and resource optimisation

Over the years, using digital innovation to enhance operational efficiency and resource conservation has been a strategic priority for us. In light of the same, we have implemented numerous digital initiatives to support preventive asset maintenance and resource optimisation.

We began the first stage of our journey towards resource optimisation by monitoring the energy and water consumption at our Renaissance Villages, and by setting up automated meters to achieve our key performance benchmarks in terms of measuring the building energy and water intensities.

Therefore, by monitoring this information on a real-

time basis, we are able to identify any discrepancies and take action immediately to reduce the energy footprint and avoid the wastage of water (e.g. through identification of water leakages, faulty faucets, issues in the supply lines, etc.).

Furthermore, to have a continuous monitoring and resolution processes in place, we have also established a command centre. This is a centralised location where all the data is fed into dashboards and analysed by a dedicated team of support staff, so as to share location-based insights and resolve customer queries (through tickets raised), etc.

As a next step, we have advanced towards the

second stage of the energy and water management initiative, wherein IoT based metering solutions have been deployed at RSVD for tracking and reducing the energy and water usage through smart utility management.

In particular, we intend to focus on the water conservation aspect by setting specific reduction targets and through other measures such as proactive maintenance of plumbing equipment; installation of smart taps with sensor-based tap flow, deployment of faucet aerators and using the automated metering system to record the impact.

In addition, other organisation-wide initiatives are

also undertaken to drive awareness of resource conservation across all our sites, including the establishment of digital signages to enhance customer awareness of energy and water conservation practices.



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, while also complying with 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 impact of our operations and work closely with our clients and customers to help them reduce their impact as well.

In 2021, Renaissance did not face any fines or legal action due to non-compliance with local environmental laws and regulations or international environmental conventions at all our operating locations.

Our way forward

As we move forward, we shall continue to monitor and improve our environmental performance, through the planned adoption and implementation of digital solutions and technologies that can support us in business process excellence, resource conservation and the reduction of our negative environmental footprint.

We shall also evaluate the overall viability of alternate technologies, and install more innovative and smart devices at our operating sites to optimise efficiency

and enhance cost savings, through reduced energy and water consumption, and consequent GHG emission reductions.

Furthermore, we also aim to implement a waste management strategy that will help us in devising innovative solutions towards sustainable waste management across all our operating locations (including minimising food wastage).



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 that 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



- Annual report
- Industry events

- Competency
- General HSE compliance challenges
- Client engagement
- Lack of standardisation
- Environmental targets
- Audit fatigue from multiple compliance standards

- Sharing of best practices during meetings and conferences

Regulators and government



- Compliance reports
- Annual report
- Events and conferences

- Transparency
- ICV
- HSE management
- Labour conditions

- Investment in long-term infrastructure
- Localisation and HSE programmes
- Exceeding compliance in the implementation of voluntary standards

Emergency Services



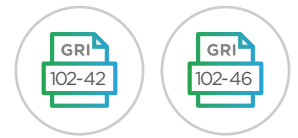
- Emergency drills

- Emergency preparedness
- HSE training
- Emergency response

- 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 2021. 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.

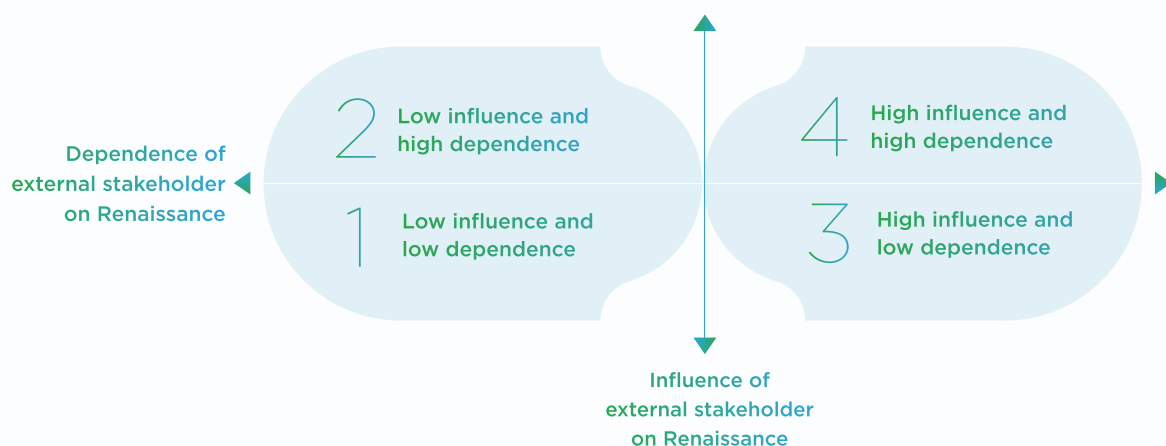
As per the GRI Standards, the principle of materiality determines those relevant topics that are sufficiently important, that it is essential to report on them. The materiality principle assesses topics against the following two dimensions:

- **Significance of an organisation's economic, environmental and social impacts**
- **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.

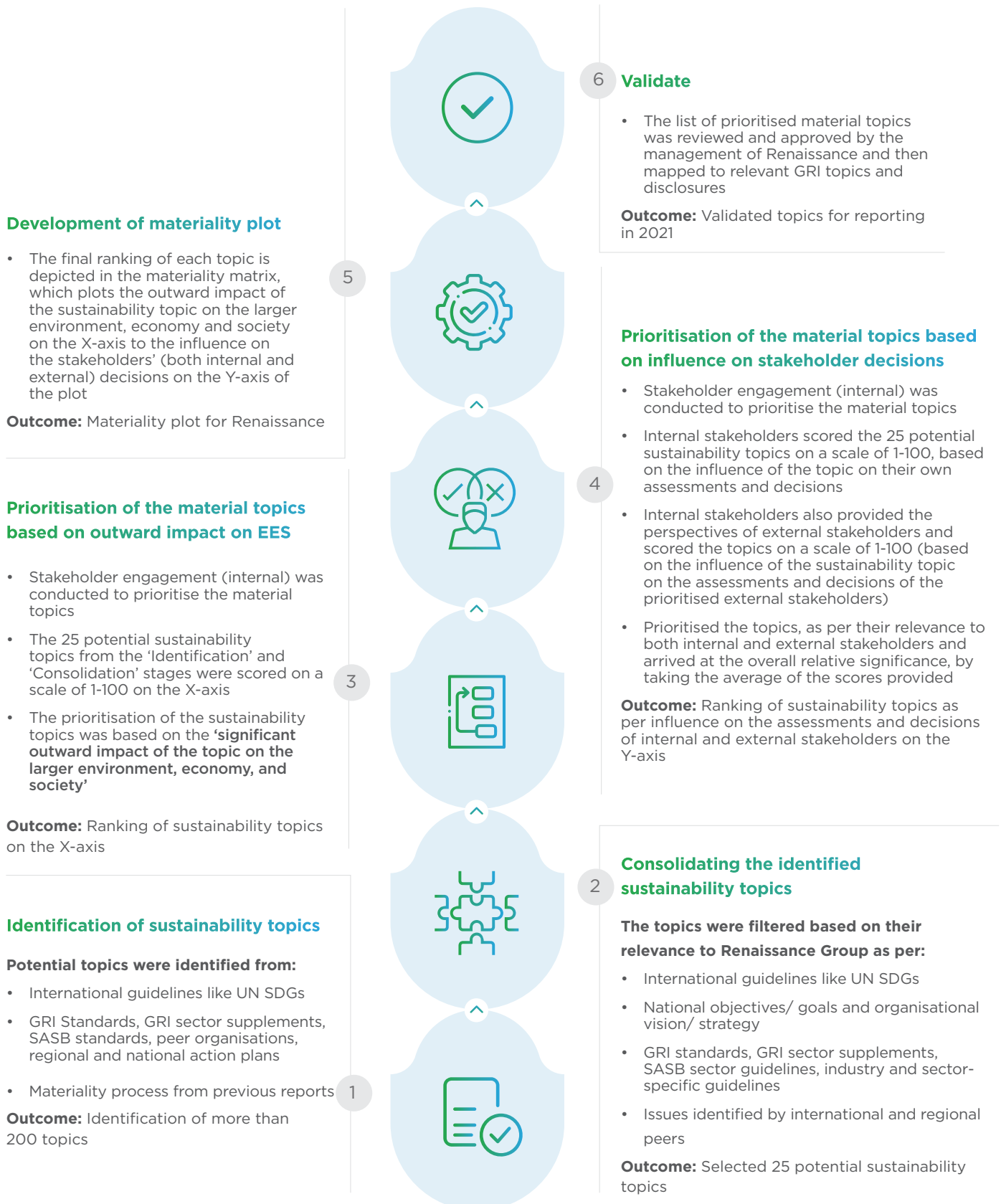


For the 2021 materiality assessment exercise, we identified and prioritised the following external stakeholders (in no particular order):

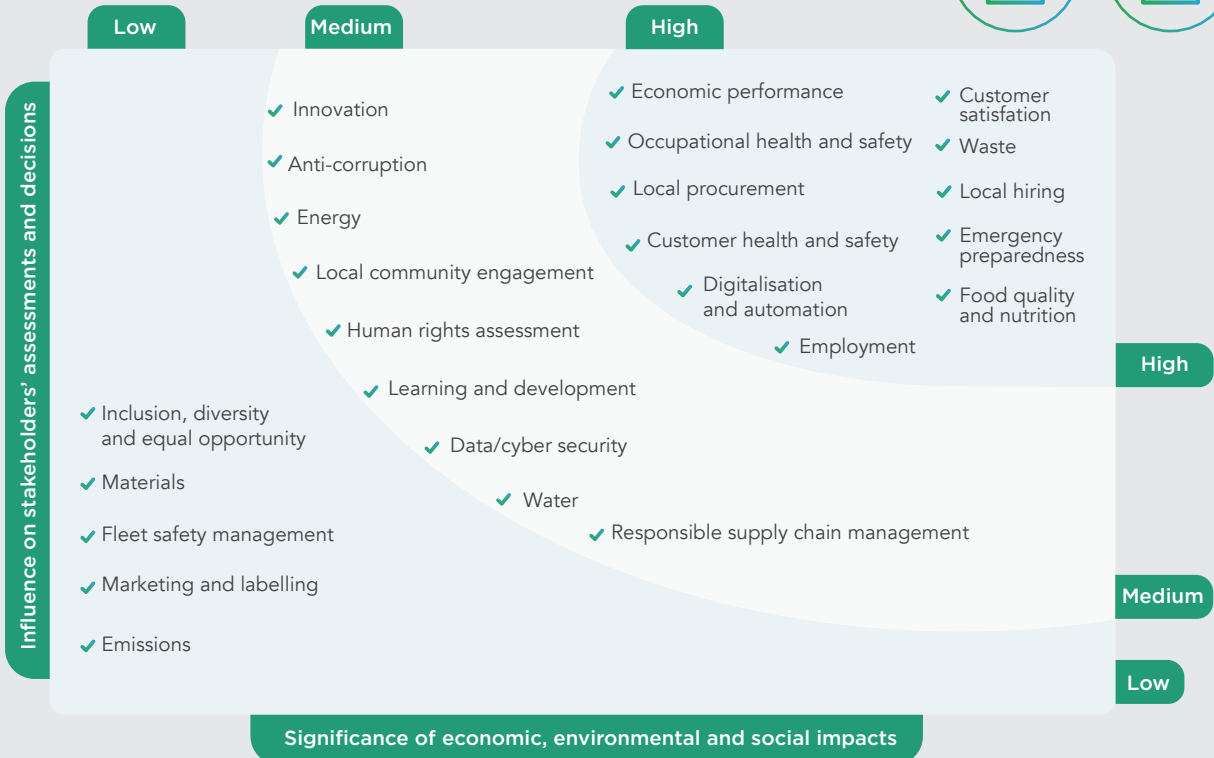
Clients and customers	Investors and/or shareholders	Local communities
Government and regulatory bodies	Suppliers, vendors and contractors	

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



Materiality Plot 2021



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 2021. 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

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	About us	10
	102-2: Activities, brands, products, and services	Our value chain	14
	102-3: Location of headquarters	About us	10
	102-4: Location of operations	Location of operations	11
	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 value chain	14
	102-7: Scale of the organisation	Renaissance in numbers	12
	102-8: Information on employees and other workers	Our employee figures in 2021	65
	102-9: Supply chain	Our value chain	14
	102-10: Significant changes to the organisation and its supply chain	Our value chain Focus: Renaissance 2.0 Recalibrating our strategic direction	14, 24
	102-11: Precautionary Principle or approach	Adherence to international standards and conventions Risk management	18, 20
	102-12: External initiatives	Adherence to international standards and conventions	18
	102-13: Membership of associations	Adherence to international standards and conventions	18

GRI Standard	Disclosure	Details	Page number(s) in the report)
GRI 102: General Disclosures 2016	Strategy		
	102-14: Statement from senior decision-maker	Message from our CEO	06 - 07
	102-15: Key impacts, risks, and opportunities	Risk management	20
	Ethics and integrity		
	102-16: Values, principles, standards, and norms of behaviour	Our values and principles of conduct	17
	Governance		
	102-18: Governance structure	Corporate Governance	15-17
	Stakeholder engagement		
	102-40: List of stakeholder groups	Stakeholder inclusiveness	138 - 140
	102-41: Collective bargaining agreements	Our employees in Oman are part of the Labour Union as per Omani Labour Law	70
	102-42: Identifying and selecting stakeholders	Stakeholder inclusiveness Our approach to materiality assessment	138 - 141
	102-43: Approach to stakeholder engagement	Commitment to satisfy customer expectations Stakeholder inclusiveness	45, 138 - 140
	102-44: Key topics and concerns raised	Stakeholder inclusiveness	138 - 140
	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

GRI Standard	Disclosure	Details	Page number(s) in the report)
GRI 102: General Disclosures 2016	102-46: Defining report content and topic Boundaries	About this report Identifying our material sustainability topics Material topics for 2021 Our approach to materiality assessment Process for defining the material sustainability topics Materiality plot 2021	04 - 05, 34 - 35, 141 - 143
	102-47: List of material topics	Identifying our material topics Material topics for 2021 Materiality plot 2021	34 - 35, 143
	102-48: Restatements of information	Update on the annual training schedule Supporting local suppliers Reducing our water use Building water intensity	72, 104 - 105, 136
	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 2020 Sustainability Report was published in 2022. 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	144
	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 2021 report.	—
Material topics			
Economic topics			
Economic performance			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Our economic performance	44
	103-2: The management approach and its components	Our economic performance	44
	103-3: Evaluation of the management approach	Our economic performance	44
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed	Our economic performance	44

GRI Standard	Disclosure	Details	Page number(s) in the report)
Local hiring (Market Presence)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Building a stronger local presence Our contribution to ICV creation Being the preferred employer of locals Building the local talent	100 - 103, 105 - 107
	103-2: The management approach and its components	Building a stronger local presence Our contribution to ICV creation Being the preferred employer of locals Building the local talent	100 - 103, 105 - 107
	103-3: Evaluation of the management approach	Building a stronger local presence Our contribution to ICV creation Being the preferred employer of locals Building the local talent	100 - 103, 105 - 107
GRI 202: Market Presence 2016	GRI 202-2: Proportion of senior management hired from the local community	Being the preferred employer of locals	105
Local procurement (Procurement Practices)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Building a stronger local presence Our contribution to ICV creation Supporting local suppliers	100 - 105
	103-2: The management approach and its components	Building a stronger local presence Our contribution to ICV creation Supporting local suppliers	100 - 105
	103-3: Evaluation of the management approach	Building a stronger local presence Our contribution to ICV creation Supporting local suppliers	100 - 105
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers	Supporting local suppliers	104
Environmental topics			
Energy			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Managing our impacts and safeguarding the natural environment Monitoring our energy consumption	120 - 123
	103-2: The management approach and its components	Managing our impacts and safeguarding the natural environment Monitoring our energy consumption	120 - 123
	103-3: Evaluation of the management approach	Managing our impacts and safeguarding the natural environment Monitoring our energy consumption	120 - 123

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	120 - 121
Construction and real estate sector supplement: Energy	CRE - 1: Building energy intensity	Building energy intensity	123
Water (Water and Effluents)			
GRI 303: Management Approach 2018	303-1: Interactions with water as a shared resource	Reducing our water use	135 - 136
	303-2: Management of water discharge-related impacts	Reducing our water use	135 - 136
GRI 303: Water and effluents 2018	303-5: Water consumption	Reducing our water use	135 - 136
Construction and real estate sector supplement: Water	CRE - 2: Building water intensity	Building water intensity	136
Emissions			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Managing our impacts and safeguarding the natural environment Accounting for our air emissions	120, 124 - 125
	103-2: The management approach and its components	Managing our impacts and safeguarding the natural environment Accounting for our air emissions	120, 124 - 125
	103-3: Evaluation of the management approach	Managing our impacts and safeguarding the natural environment Accounting for our air emissions	120, 124 - 125
GRI 305: Emissions 2016	305-1: Direct (scope 1) GHG emissions	Trends in GHG emissions	124
	305-2: Energy Indirect (Scope 2) GHG emissions	Trends in GHG emissions	124
	305-3: Other indirect (Scope 3) GHG emissions	Trends in GHG emissions	124
Construction and real estate sector supplement: Emissions	CRE3: Greenhouse gas emissions intensity from buildings	Building emissions intensity	125
Waste			
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	Managing our waste Food waste management	125 - 127

GRI Standard	Disclosure	Details	Page number(s) in the report)
GRI 306: Waste 2020	306-2: Management of significant waste-related impacts	Managing our waste Food waste management	125 - 127
	306-3: Waste generated	Managing our waste Food waste management	125 - 127
Social topics			
Employment			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Workforce leadership: Being an employer of choice Our employees – an asset to sustaining and transforming our business	59 - 61
	103-2: The management approach and its components	Workforce leadership: Being an employer of choice Our employees – an asset to sustaining and transforming our business	59 - 61
	103-3: Evaluation of the management approach	Workforce leadership: Being an employer of choice Our employees – an asset to sustaining and transforming our business	59 - 61
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	Our employee figures in 2021	65
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits for full-time employees at Renaissance	70
Occupational health and safety			
GRI 403: Management Approach 2018	403-1: Occupational health and safety management system	Our approach to health and safety management	80 - 83
	403-2: Hazard identification, risk assessment, and incident investigation	Hazard identification and risk assessment Embedding a safety culture in our operations	86 - 88
	403-3: Occupational health services	Occupational health services	85
	403-4: Worker participation, consultation, and communication on occupational health and safety	Embedding a safety culture in our operations Our safety training and awareness activities	87 - 89, 92 - 94
	403-5: Worker training on occupational health and safety	Our safety training and awareness activities	92 - 94
	403-6: Promotion of worker health	Promotion of worker health	86
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our approach to health and safety management Safeguarding our employees' health and safety	80 - 84

GRI Standard	Disclosure	Details	Page number(s) in the report)
GRI 403: Occupational health and safety 2018	403-9: Work-related injuries	Our employee health and safety performance record	90
Learning and development (Training and Education)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Training and development at Renaissance Update on the annual training schedule Effective management of training and development Training and development of locals	71, 72, 76, 107 - 109
	103-2: The management approach and its components	Training and development at Renaissance Update on the annual training schedule Effective management of training and development Training and development of locals	71, 72, 76, 107 - 109
	103-3: Evaluation of the management approach	Training and development at Renaissance Update on the annual training schedule Effective management of training and development Training and development of locals	71, 72, 76, 107 - 109
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	Update on the annual training schedule Training achievements in 2021	72, 76
	404-2: Programs for upgrading employee skills and transition assistance programs	Training and development at Renaissance Update on the annual training schedule A paradigm shift: Enhancing digital learning through partnerships Training and development of locals	71 - 73, 107 - 109
Inclusion, diversity and equal opportunity (Diversity and Equal Opportunity)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Promoting a culture of inclusivity, diversity and equal opportunity	64
	103-2: The management approach and its components	Promoting a culture of inclusivity, diversity and equal opportunity	64
	103-3: Evaluation of the management approach	Promoting a culture of inclusivity, diversity and equal opportunity	64
GRI 405: Diversity and Equality Opportunity 2016	405-2: Ratio of basic salary and remuneration of women to men	Promoting a culture of inclusivity, diversity and equal opportunity	64

GRI Standard	Disclosure	Details	Page number(s) in the report)
Local community engagement (Local Communities)			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Building a stronger local presence Our contribution to ICV creation Engaging with local communities	100 - 103, 110 - 117
	103-2: The management approach and its components	Building a stronger local presence Our contribution to ICV creation Engaging with local communities	100 - 103, 110 - 117
	103-3: Evaluation of the management approach	Building a stronger local presence Our contribution to ICV creation Engaging with local communities	100 - 103, 110 - 117
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	102 - 103, 110
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	80 - 83, 94 - 95
	103-2: The management approach and its components	Our approach to health and safety management Ensuring the health and safety of our customers	80 - 83, 94 - 95
	103-3: Evaluation of the management approach	Our approach to health and safety management Ensuring the health and safety of our customers	80 - 83, 94 - 95
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	94 - 95
Food quality and nutrition (Non-GRI topic)			
Management approach	Explanation of the material topic and its Boundary	Offering healthy and nutritious meals to our customers Ensuring the health and safety of our customers	56 - 58, 94 - 95
	The management approach and its components	Offering healthy and nutritious meals to our customers Ensuring the health and safety of our customers	56 - 58, 94 - 95
	Evaluation of the management approach	Offering healthy and nutritious meals to our customers Ensuring the health and safety of our customers	56 - 58, 94 - 95
Non-GRI Disclosure	Programs and practices that promote access to healthy and nutritious food for improved welfare of customers	Offering healthy and nutritious meals to our customers Ensuring the health and safety of our customers	56 - 58, 94 - 95

GRI Standard	Disclosure	Details	Page number(s) in the report)
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	80 - 83, 95 - 99
	The management approach and its components	Our approach to health and safety management Our emergency preparedness	80 - 83, 95 - 99
	Evaluation of the management approach	Our approach to health and safety management Our emergency preparedness	80 - 83, 95 - 99
Non-GRI Disclosure	Number of safety drills conducted	Our emergency preparedness	95
Digitalisation and automation (Non-GRI topic)			
Management Approach	Explanation of the material topic and its Boundary	Digital innovation as a strategic enabler Our efforts towards 'digital transfiguration and disruptive innovation'	38 - 43
	The management approach and its components	Digital innovation as a strategic enabler Our efforts towards 'digital transfiguration and disruptive innovation'	38 - 43
	Evaluation of the management approach	Digital innovation as a strategic enabler Our efforts towards 'digital transfiguration and disruptive innovation'	38 - 43
Non-GRI Disclosure	Digitalisation and automation programmes that promote digital innovation and business transformation across the organisation	Our efforts towards 'digital transfiguration and disruptive innovation'	39 - 43
Innovation (Non-GRI topic)			
Management Approach	Explanation of the material topic and its Boundary	Leading the industry into the future through innovation	43
	The management approach and its components	Leading the industry into the future through innovation	43
	Evaluation of the management approach	Leading the industry into the future through innovation	43
Non-GRI Disclosure	Number of innovations translated into practical solutions	Leading the industry into the future through innovation	43

GRI Standard	Disclosure	Details	Page number(s) in the report)
Customer satisfaction (Non-GRI topic)			
Management Approach	Explanation of the material topic and its Boundary	Commitment to satisfy customer expectations Stakeholder inclusiveness	45, 138 - 140
	The management approach and its components	Commitment to satisfy customer expectations Stakeholder inclusiveness	45, 138 - 140
	Evaluation of the management approach	Commitment to satisfy customer expectations Stakeholder inclusiveness	45, 138 - 140
Non-GRI Disclosure	Customer satisfaction survey	Commitment to satisfy customer expectations	45

Acronyms

Acronym	Definition
AI	Artificial Intelligence
BI	Business Intelligence
CDO	Chief Digital Officer
CEO	Chief Executive Officer
CIEH	Chartered Institute of Environmental Health
CMA	Capital Market Authority
CoBC	Code of Business Conduct
COVID	Corona Virus Disease
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
ETCS	Emirates Taste Catering Services
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
HEMP	Hazard and Effect Management Process
HIRA	Hazard Identification and Risk Assessment
HR	Human Resource
HSE	Health, Safety, and Environment
HVAC	Heating, Ventilation, and Air Conditioning
ICC	International Cricket Council
ICV	In-Country Value
IFM	Integrated Facilities Management

Acronym	Definition
ILO	International Labour Organisation
ILT	Instructor-Led Training
IMS	Integrated Management System
IoT	Internet of Things
IPO	Initial Public Offer
IQF	Individually Quick Frozen
ISMS	Information Security Management System
ISO	International Organisation for Standardisation
IT	Information Technology
ITPF	International Tent Pegging Federation
IVMS	Integrated Vehicle Management System
JV	Joint Venture
KPIs	Key Performance Indicators
Kwh	Kilowatt-hour
L&D	Learning and Development
L.L.C	Limited Liability Company
LMS	Learning Management System
LTI / LTIs	Lost Time Injury/ Lost Time Injuries
LTIF	Lost Time Injury Frequency
m ³	Cubic Meters
M&E	Mechanical and Electrical
MEDC	Muscat Electricity and Distribution Company
MIS	Management of Information Systems
ML	Machine Learning
MMR	Monthly Management Reports
MOH	Ministry of Health
MRP	Material Requirement Plan
MSX	Muscat Stock Exchange
MTC	Medically Treated Cases
MWh	Megawatt-hour
NHI	National Hospitality Institute
NTI	National Training Institute
NTF	National Training Fund
OC	Oman Cricket
OHS	Occupational Health and Safety
OJT	On-The-Job Training

Acronym	Definition
OPAL	Oman Society for Petroleum Services
PAC	Permanent Accommodation for Contractors
PASI	Public Authority for Social Insurance
PCR	Polymerase Chain Reaction
PDO	Petroleum Development Oman
POS	Point of Sale
PPE	Personal Protective Equipment
PPP	Public-Private Partnership
QA	Quality Assurance
QHSE	Quality, Health, Safety, and Environment
QMS	Quality Management System
QR	Quick Response
RALI	Renaissance Accelerated Learning Initiative
R-CAP	Renaissance-Competence Assurance Programme
RFID	Radio-Frequency Identification
RO	Rials Omani
RPA	Robotic Process Automation
RSES	Renaissance Sager Environmental Services
RSVD	Renaissance Village Duqm
SAOC	Société Anonyme Omanaise Close
SAOG	Société Anonyme Omanaise Générale
SCM	Supply Chain Management
SDP	Supervisory Development Programme
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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