



DIVERSITY, EQUITY AND INCLUSION STRATEGY 2024

The strategy of RENL in Diversity, Equity and Inclusion is as follows:

1) Diversity

▪ General strategy

We operate in Nigeria, a country of more than 200 million people with a high rate of unemployment. We are in various States in Nigeria with many surrounding Communities around our sites. There is a high expectation from surrounding Communities of employment and promotion from their communities. Tribalism can impact on the fairness and equity in the management of the company if there is no diversity in the State and Communities of origin of staff, especially for managers and unit leaders.

Based on the above, the strategy on diversity is the following:

- Assess the current situation in terms of diversity in the staff of the company and make a gap analysis,
- Put in place a strong communication system with the workers and the surrounding communities to identify their complaints and expectations, take relevant actions and regularly assess the progress made.
- Establish a committee to oversee all activities of recruitment and promotion in the company,
- Ensure that diversity is a key requirement in all recruitment and promotion decisions and activities in the company.

▪ Specific strategy on women representation

One key weakness in the company in terms of diversity is the low representation of women in the staff strength. Women are about 6% of the total workforce, and this low representation has been noticed across all levels of responsibility in the company.

We intend to increase the representation rate of women to a minimum of 10% as at end of 2025. Our strategy is to attract more women by working on the following points:

- Improve the representation of women in the Ethics committee, in order to improve the identification and processing of their needs, expectations and grievances.
- Celebrate the women and appreciate their contribution to the performance of the company, through different platforms and at various occasions, especially International Women's Day and Mother's Day.
- Encourage the recruitment of women, especially in the tapping workforce and in top management positions.

2) Equity

We have conducted a gap analysis in equity and identified the following key weaknesses in our organization:

- Communication gap between management and the staff, that does not enable the workers to raise freely their issues, especially issues that are related to unfair and inequitable practices.
- Discrepancies in salary, including for workers doing the same job;

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- Gap of working conditions in some sites: workers in main sites benefiting from better conditions than workers in remote sites.
- Complaints of unfairness in some appraisals, promotion, and recruitment decisions.

Based on the weaknesses identified, the strategy implemented that is already giving good results, includes the following key actions:

- Reinforcement of the role and responsibilities of the Ethics Committee, and improvement of the trust in the committee from the workers to boost whistleblowing.
- Bi-annual visits and town hall meetings of the MD and his team to workers across the sites of the company. The objective is to close the communication gaps and boost the reporting of all issues of equity in the company and develop action plans to address them.
- Establishment of a monthly communication system to close the communication gap, identify key areas of inequity and close them,
- Definition and implementation of an action plan to close the gaps in salary and establish a new salary structure and policy to consolidate the progress made,
- Establishment of Committee to systematically review recruitments, promotions and appraisals before final validation and implementation.
- Define a strategy to close the gaps in working conditions in all sites and establish a weekly welfare meeting to monitor the progress.
- Give leadership training to all managers to create a culture of equity and fairness in the company, including the welfare of the temporary or contingent workers.

3) Inclusion

We ensure effective participation of the workers, including the temporary/contingent workers in the management of the company, through the various interactive platforms put in place. The key platforms are the following:

- The internal communication system with feedback from workers leading to systematic action plan to account for the relevant suggestions of the workers.
- The town hall meetings of top management with all workers in all sites to assess their satisfaction and identify the key expectations to account for, as a continual improvement process.
- A culture of work group with representatives from various departments and levels, whenever there are issues to solve with a brainstorming or collaborative approach.
- The use of social media, especially WhatsApp platforms, for easy access of workers to Management to raise issues or make suggestions.

This DEI strategy is in continual improvement and could be further improved anytime based on the results of the permanent interaction with the workers, the surrounding communities; and other key stakeholders.



Olivier ODOUKOU
Managing Director

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