

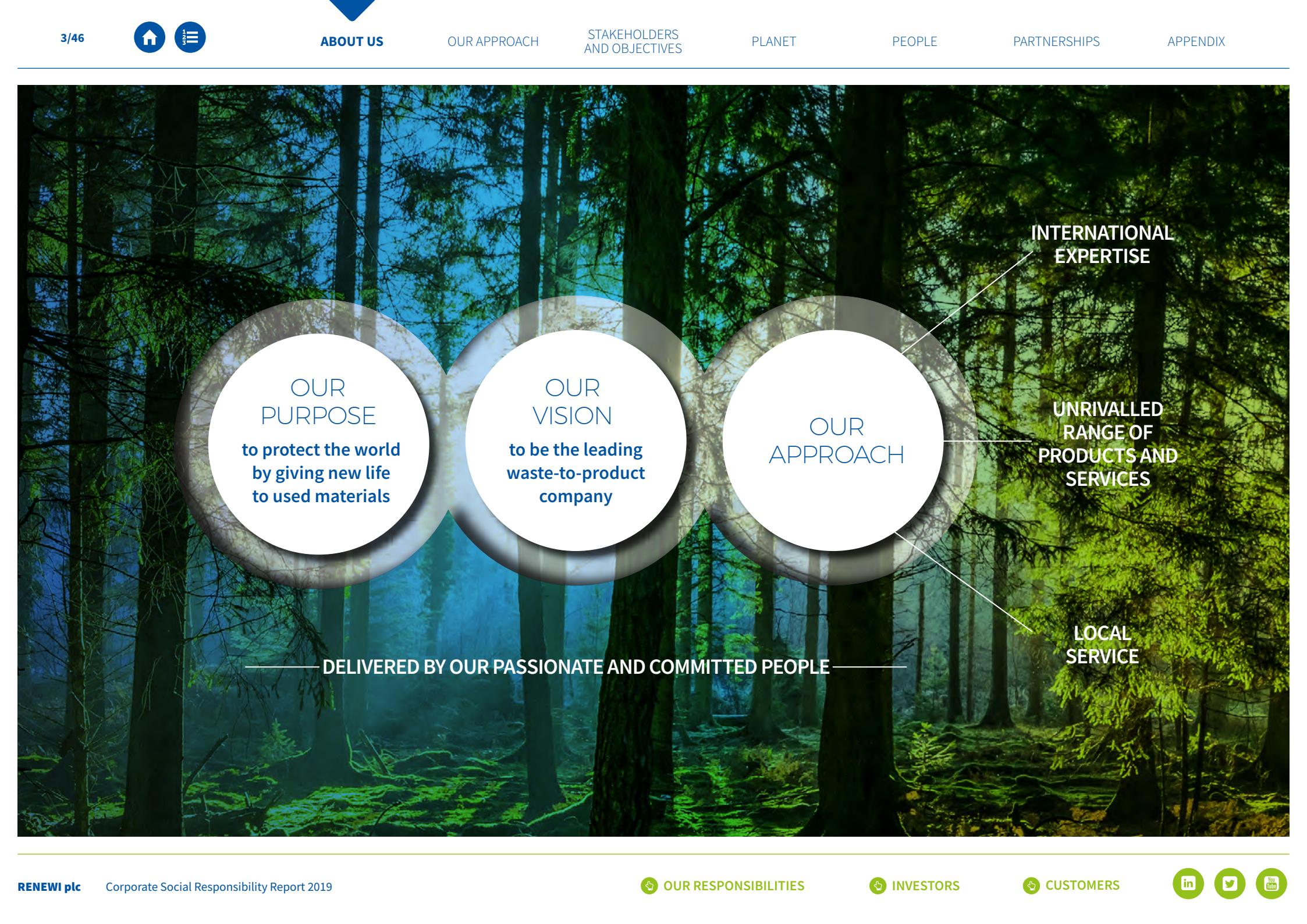


# CORPORATE SOCIAL RESPONSIBILITY REPORT 2019



# ABOUT US





OUR  
PURPOSE  
to protect the world  
by giving new life  
to used materials

OUR  
VISION  
to be the leading  
waste-to-product  
company

OUR  
APPROACH

INTERNATIONAL  
EXPERTISE

UNRIVALLED  
RANGE OF  
PRODUCTS AND  
SERVICES

LOCAL  
SERVICE

DELIVERED BY OUR PASSIONATE AND COMMITTED PEOPLE

# CONTENTS

- 02 About us
- 05 Renewi at a glance
- 06 Our CSR highlights 2019
- 07 Our approach
- 09 What we do, Our Values
- 10 CEO's statement
- 12 Green finance
- 13 Special interview
  - Meet politician and Renewi NED Jolande Sap
- 15 Stakeholders and objectives
- 19 Our approach to CSR
- 20 Main sections and case studies
- 35 Appendix
- 44 UN Global Compact ten principles
- 45 Principal offices



## PLANET

We take waste and create something new. This helps to protect the world's natural resources and preserve the planet for future generations. Our work puts us at the heart of the circular economy

### Case study: CO<sub>2</sub> Performance Ladder

Reducing our carbon footprint is always front of mind and this year we reached level four on the CO<sub>2</sub> Performance Ladder

### Case study: Route optimisation

Fundamental to preserving the planet is optimising our waste collection truck routes, which will significantly reduce our carbon footprint

20



## PARTNERSHIPS

Our actions and innovations help society move towards a more sustainable future. Our local communities and society as a whole are key stakeholders

### Case study: Sustainable partnerships

Our challenge is to innovate continuously, working with different partners in the recovery of raw materials, using state-of-the-art processing techniques

### Case study: Odour reduction

Working proactively with local communities and using the latest technology, we have recorded a record zero odour complaint days at ATM over 2018/2019

30

33

34



## PEOPLE

The health, safety, wellbeing and engagement of our people is crucial to Renewi's success. We are proud to have that responsibility and we take it very seriously



### Case study: UK Safety Champions

Our new UK Safety Champions programme helps us to engage with all our people and ensures safety is at the top of our agenda

### Case study: Young Renewi

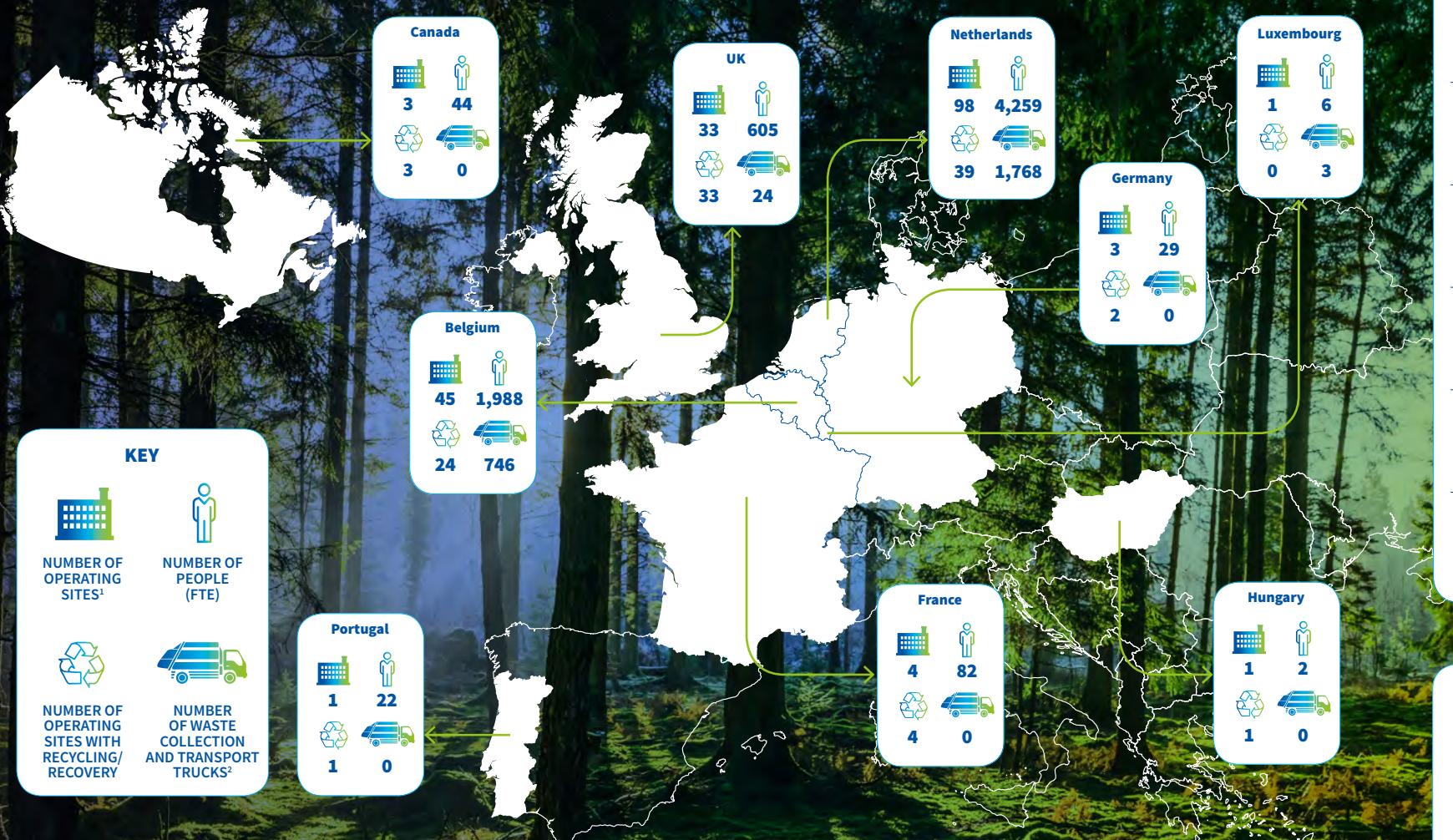
Young Renewi is an internal community for our young employees, ensuring everyone has a voice and is encouraged to contribute to our success

25

28

29

# RENEWI AT A GLANCE



1. Active operating sites; does not include offices and other non-operational sites

2. Does not include vans, passenger cars, mobile plant used on site and similar

## OUR DIVISIONS

### Commercial Netherlands



### Commercial Belgium



### Hazardous Waste



### Monostreams



### Municipal



### Group Central Services



### RENEWI TOTALS



# OUR CSR HIGHLIGHTS 2019



## 66.9%

Our specific **recycling rate** increased **0.6%** to 66.9%



## 90.0%

We **recycled and recovered** 90.0% of the total waste we handled



## 7%

We had **fewer accidents** that resulted in an employee being off work for more than three days, improving our >3 day accident rate by 7%



## 1.8%

Our **carbon avoidance intensity ratio per tonne of waste handled** improved by 1.8%



## 64%

The number of **near misses reported by our employees** (accidents that did not happen) improved by 64%



## 21.9%

The percentage of our **senior managers** that are female



## 14%

We **improved our lost-time injury rate** by 14%



## 34.9%

We increased the proportion of **Euro 6 trucks** in our fleet to 34.9%



WE RECOGNISE  
THE VALUE OF WASTE,  
**RECYCLING RESIDUAL  
MATERIALS** TO  
PRODUCE VALUABLE  
**SECONDARY RAW**  
MATERIALS

#### FROM WASTE TO PRODUCT



BOTTOM ASH

CERAMICS

Bottom ash is produced from specially selected and processed mineral residues, released during combustion processes and separation of household waste. Already used in the concrete industry and civil engineering as an alternative to sand and gravel, it is now being used for fine and coarse ceramic products.

## OUR APPROACH

WE GENERATE  
REVENUE FROM  
COLLECTING AND  
PROCESSING  
WASTE...

...AND BY SELLING  
RECYCLATES AND  
ENERGY WE PRODUCE



# WHAT WE DO

As a pure-play waste-to-product company we have a unique position in the value chain, linking waste producers to secondary raw material consumers.

We are committed to giving new life to used materials and recovering energy. Whether we recycle plastics into high-quality materials used to produce new products, turn construction waste into aggregates or transform household waste into fuel, we tackle the full range of waste recycling and recovery.

This means we can provide new materials for manufacturers to create products and enable our customers to meet their sustainability goals. Our work is the pragmatic face of sustainability. By helping to reduce waste, avoid pollution and prevent the unnecessary use of finite natural resources, we aim to protect those resources from contamination and preserve them for future generations.

As a recycler, we play a tangible and important role in the circular economy. After products have been used for as long as possible, recycling will close the loop and bring valuable raw materials back into the product value cycle. We seek to keep resources in use for as long as possible through recycling and give them a useful purpose as an energy source through recovery.

# OUR VALUES

Our Values are the foundation for everything we do. They show that how we act is just as important as what we do. We use our values to guide the way we behave and make decisions at Renewi.

## WHAT WE ARE



### Safe

Safety above all else



### Innovative

Do it better every day



### Sustainable

Make a daily difference to our planet

## HOW WE ACT



### Accountable

Do what we say we'll do



### Customer-focused

Add value for our customers



### Together

Always open and respectful

# CEO'S STATEMENT



Otto de Bont  
CEO

**I joined Renewi because of its great purpose and I am passionate that we continue to improve our contribution to society and the planet. Over the past year we have advanced in almost every target area.**

Sustainability is at our heart. There is an increasing ambition from governments, our clients and other stakeholders to promote recycling and the use of secondary raw materials, in combination with a demand from society for sustainable solutions for waste management and recycling. This gives me great hope.

To achieve a circular economy, demand for higher quality recyclates needs to increase, which will require more technically advanced sorting and treatment capacity, including for waste streams that are still incinerated or landfilled today. Renewi's unique position links waste producers to secondary raw material consumers, and we benefit from our unparalleled collection capability with increasingly advanced sorting.

We protect the environment by giving new life to used materials. This helps to protect the world's natural resources and to preserve the planet for future generations. Everything we do is integral to protecting the environment and this puts us at the heart of the circular economy.

Our ambition is to recycle or recover 90% of the waste we process by 2020 – a target that we achieved one year early! We also aim to convert 70% of the waste we handle into new, high-quality raw materials. Each year, we process more than 13.5 million tonnes of waste from companies and households, in turn creating new raw materials and energy. We are directly supporting five of the UN's Sustainable Development Goals: responsible consumption and production, sustainable cities and communities, climate action, affordable and clean energy, and clean water and sanitation.

We've achieved a great deal over the past year:

- ▶ We recycled enough glass to manufacture 2.2 billion wine bottles;
- ▶ We cleaned enough waste water to fill 246 Olympic-sized swimming pools;
- ▶ We generated enough electricity to light up the Eiffel Tower for 22 years;
- ▶ We prevented the use of enough diesel to fuel 200 trucks for one year by replacing trucks and optimising routes;
- ▶ We recycled enough PP (polypropylene) plastic to manufacture new plastic parts for 1 million vacuum cleaners.

## OUR OBJECTIVES

We started the year with clear CSR ambitions. We wanted to establish a holistic CSR structure for Renewi that is embedded into our different divisions and acts as a guiding principle. We also wanted to initiate a company-wide CSR policy relevant to all our stakeholders and to start developing our approach to the CSR areas: people, planet and partnerships.

We take a carefully planned and thought-out approach to objectives and goalsetting, ensuring we focus on material themes for all internal and external stakeholders, and acknowledging their importance. We do this via a materiality matrix and assessment (see page 17); this plots the themes that are important to us as a Group against those of our stakeholders, and demonstrates the relative value of different issues. We aim to set challenging but realistic objectives based on our current performance.

Overall, we have made positive progress in meeting our CSR objectives. For the first half of the year, we focused on processes and strategy behind data collection and embedding internal structures. This meant that in the second half we were more outward-looking, exploring key CSR focus areas, such as safety and wellbeing, and employee engagement.

## CEO'S STATEMENT continued

We handled more than 13.5 million tonnes of waste in 2018/19. Our overall recycling and recovery rate increased to 90.0%. We are investing to ensure we can continue to keep improving our recycling and recovery rate, by optimising our sites and by investing in pioneering processes to ensure we stay efficient. Innovation is at the heart of how we work and plays a vital part in tomorrow's recycling solutions (see case study, page 33).

We continued to take positive steps towards reducing our own carbon footprint, decreasing our emissions. Carbon avoidance as a result of our activities has again increased, due to our recycling and recovery performance.

Ensuring the health, safety and wellbeing of our people is crucial. We take our responsibility to our people very seriously. Safety is embedded into everything we do – there is nothing more important than getting our people home safely every day. I'm proud of the progress with our Safety Culture Initiative over the past year, which has seen the launch of new programmes such as our new 10 Lifesaving Rules, HomeSafe Awards for safety innovation, enhanced and more stretching accident reduction targets and our Executive Committee's new safety vision statement.

Target setting is one example: last year we reset some of our health and safety objectives because we had achieved them early. For example, we reset our near-miss close-out target from 75% to 85% and revised our severity rate target. This has resulted in our performance lagging behind in some areas. We accept this change in performance and there is little point in setting targets which are easy to achieve.

We have worked hard to increase the number of near-misses raised by our employees, and have been successful – this figure increased by 64% in 2018/19. Our focus in 2019/20 is to continue the improvements we have seen in near-miss rates, while targeting other areas for improvement to meet 2020 targets.

I look forward to continuing our efforts as a connecting link in the circular economy and to announcing our progress against our 2020 objectives in next year's report.



**Otto de Bont**  
CEO



# GREEN FINANCE

**Our pioneering green financing initiatives align with our focus on innovation in sustainability, ensuring that by giving life to used materials we can also reduce the costs of funding.**

Last year we established our Green Finance Framework, which positions Renewi as a pure player focused on sustainability, and provides assurance to all stakeholders that any investment in Renewi will make a positive contribution to the environment.

We were able to do this because we are completely focused on sustainability, with the vast majority of our assets classified as 'green' because they support 'pollution prevention and control', as defined in the ICMA Green Bond Principles and the LMA Green Loan Principles.

We are one of the first listed companies to establish a Green Finance Framework encompassing the whole business, and to convert our entire €550m bank borrowing into a Green Loan. This loan facility has been extended to May 2023 with options to extend into 2025. It is structured so as to allow future green bonds and green debt placements to be issued under the same Green Framework.

Over the past 12 months this has included new Green Leases to fund our Euro 6 trucks, which will reduce Renewi's operating costs due to their efficiency, as well as a Green European Private Placement instrument. As a result, we are on track to be almost entirely Green funded during 2019 after the repayment of the 2013 Belgian Retail bond.

Our innovative 'Green Scorecard' includes sustainability improvement into the terms of our Green Loan. This means that the banks providing our loans charge lower borrowing costs if we achieve the targets we have set ourselves for recycling percentages, carbon emission avoidance and pollution reduction. We are delighted and encouraged that we have exceeded our ambitious targets against all five of our key indicators associated with the Green Scorecard. Our main banking facility margin will be slightly reduced for the year ahead.

| GREEN SCORECARD KEY INDICATORS                    |                |                     |             |
|---|----------------|---------------------|-------------|
| Objective   | 2018/19 target | 2018/19 performance | 2023 target |
| Recycling and recovery rate                       | 89.5%          | 90.0%               | 91.0%       |
| Carbon avoidance intensity ratio <sup>1</sup>     | 0.216          | 0.218               | 0.220       |
| Fuel efficiency collection/transport <sup>2</sup> | 3.120          | 3.117               | 2.990       |
| Euro 6 compliance <sup>3</sup>                    | 29.2%          | 34.9%               | 50.0%       |
| >3 day accident rate                              | 1,467          | 1,404               | 1,313       |

<sup>1</sup> 1. Million tonnes CO<sub>2</sub>-equivalent per million tonnes waste handled  
<sup>2</sup> 2. Litres of fuel used per tonne of waste collected / transported  
<sup>3</sup> 3. % of waste collection / transport truck fleet compliant with Euro 6 standard



## SPECIAL INTERVIEW

# A CIRCULAR ECONOMY DRIVEN BY PURPOSE AND PROFIT



**Jolande Sap**  
NON-EXECUTIVE  
DIRECTOR AND FORMER  
GREENLEFT (GROENLINKS)  
POLITICIAN

**Jolande's understanding of the circular economy and environmental regulation as a national Green party politician in the Netherlands gives Renewi a fascinating and valuable perspective. She explains how joint efforts are needed by business and Government to innovate and to drive forward the circular economy.**

**Q Why did you want to join Renewi's Board of Directors?**

Renewi is well known for the positive impact it has on society and the environment. By using innovative collection, sorting, processing and recycling methods, companies like Renewi are ensuring that, eventually, all waste will be used either as a raw material or for the generation of green energy.

There is no doubt in my mind that we need to transition to a circular economy where materials are recovered from waste to be used again. I believe this is the shape of our future. We believe in the same goal – a strong commitment that we should be contributing to something vitally important in this world – 'waste no more'.

**Q Do you feel that large businesses are taking sustainability seriously enough?**

The circular economy is growing, and more businesses are exploring sustainability, driven by the wider economy, legislation and social pressure. There is growing market demand for more sustainable products and services and increasing government incentives in the form of legislation and regulations. This means that more businesses are taking sustainability seriously and realise they should be contributing to society.

Much more needs to happen in order to tackle the big challenges the world is facing with climate change and loss of biodiversity. Large businesses certainly play an important role here and need to upscale and accelerate changes in their production processes, sourcing and output. But it's not just a business issue, we need a wider system change towards an economy that is driven both by purpose and by profit. For that, we need active involvement and cooperation between business and industry, politics, science and the public.

**Q What role do smaller companies play in sustainability?**

We are seeing lots of innovation originating from smaller companies and start-ups collaborating. These shouldn't be downplayed, because they are really making a difference to sustainability in our world. Smaller companies are the backbone of most economies and are also often more nimble and better at working in partnership. Some of our exciting new innovations at Renewi are coming from partnerships with smaller companies, such as our new PeelPioneers citrus residue recycling to make essential oils for things like detergents.

**Q Could companies do more to work directly with their customers on sustainability?**

I think more businesses are looking for guidance and advice about circular thinking and practices. For example, thinking about how their own used materials can once again be used for new products, or how their customers can make their own procurement practices more circular.

## SPECIAL INTERVIEW

A CIRCULAR ECONOMY DRIVEN BY PURPOSE AND PROFIT continued

It's a different way of thinking and it is something that more businesses need to be proactive about. At Renewi, we are helping our customers to design their products, to make it easy for materials to be extracted for reuse or recycling at the end of the product life. We also work with our customers to help develop their own circular business models so that scarce materials stay within the chain for as long as possible.

**Q** Does legislation go far enough to push sustainability to the top of the agenda?

Legislation is playing a part in boosting the development towards a fully circular economy, but we need more action. I believe that legislation will only succeed when companies and governments are working towards common goals. Long-term value creation through a circular economy is a very valuable message and I am quite optimistic about the future, as we can see many countries across the globe are taking huge sustainability steps. There is lots of legislative change going on, such as the COP21 Paris Agreement on climate change, the UN's Sustainable Development Goals, the EU's Waste Framework Directive, the implementation of a landfill ban, the EU directive on packaging and its Circular Economy Package – all ways in which policymakers are supporting the reuse and recovery of raw materials.



But to be honest, legislation is not yet moving enough towards the heart of the system: getting the market pricing right. The problem is that current market prices do not reflect the so-called externalities – the impact products have on the social and natural environment. If we would price this in by taxing extracted value and carbon emissions, a whole new market dynamic would evolve, which would boost renewables as their relative prices would reduce.

**Jolande Sap** is also board member at Netherlands Green Fund, Chair of Supervisory Board at Netherlands Public Health Federation, Chair of Supervisory Board at Arkin and Fairfood, and member of Supervisory Boards at KPN and KPMG NL.

Legislation is not yet moving enough towards the heart of the system: getting the market pricing right

**Q** How important is innovation to advance sustainability?

In the future, recycling will be more difficult as products become more complex. Products are made up of many more parts than in the past and are becoming smaller and thinner, with different layers of materials glued or fused together and being coated. We need innovation in more advanced technologies and collaborations to recover these materials at the end of their life cycle. We are seeing lots of innovation in less carbon-intensive ways and more circular ways of producing products, and this all helps to make big steps in reducing carbon emissions.

**Q** So does innovation in the circular economy go far enough?

A circular economy needs solutions and ideas that go much further than just waste collection and processing, so innovation plays a really big part here. In the past, innovation and legislation have not been good partners – legislation has lagged behind innovation, holding back new advances. Governments and companies need to stop operating separately on sustainability, and instead cooperate in a transparent way to build trust and shape a sustainable future.

**Q** How will sustainability affect our economy?

There are lots of positives, from the new job opportunities that are created to dynamic new waves of innovation. There is a real social dimension of sustainability innovation that hasn't been fully articulated yet but is going to shape our economy going forward. Sustainability is not just about planet and profit, but also about people. Topics like living wages, employability and job losses due to robotics are articulated increasingly as a responsibility of government AND the business world. How can we create inclusive, sustainable economies where employment is not just for the happy few? I believe that creating new employment opportunities will become an important goal for companies in our future economies.

**Q** What are the key issues for the next few years for recycling?

Plastics is a key area. We are seeing increasingly heavy regulation here, which will help. Innovation in chemical engineering is really driving change and we are seeing new ways of processing plastics that have previously gone to landfill. I am also very interested in the Internet of Things, and think that this will help in recycling, such as the sorting process. In the longer term we will also see a structural shift to producers selling their product as a service; this is already starting in the energy and consumer goods sectors, and this will impact the waste chain in a positive way.



## STAKEHOLDERS AND OBJECTIVES



# STAKEHOLDERS

**We focus on the CSR issues that matter most, both for our business and for our stakeholders.**

We aim to integrate sustainability and other CSR issues into the way we work for the benefit of our business, our customers, our people and all our stakeholders.

To enable this, we follow a clearly defined strategy across our three focus areas : people, planet and partnerships.

## Objectives

Our CSR objectives are set in five-year cycles and are embedded into every part of our business. This means that every decision-maker across the company, from Board Directors to front-line managers, ensures that the decisions they make are compatible with our CSR ambitions and targets.

We work with many different stakeholders as we run our business, and value their insights and perspectives. We strive to be open and honest about how we work and to listen and respond to our stakeholders' views, and engage in a variety of formats and channels.

## Evaluation

Reviewing our performance and progress throughout our five-year objectives cycle and at the end of each cycle is key to feedback into setting new objectives for the next five-year improvement cycle, and ensures our CSR strategy remains relevant, material and stretching. We intend to set our 2020-2025 targets over the next 12 months.

We also track our performance against internal and external objectives, through regular reporting to our different stakeholder groups. Open-ended dialogue means that our stakeholders can see clearly what we intend to do, and the targets we intend to reach.



# MATERIALITY ASSESSMENT

**Getting the right focus on our CSR activities means first of all understanding what is material to all our stakeholders.**

For our CSR activities to have a positive impact, it is important that they resonate with the concerns and priorities of all our shareholders. To achieve this, we use a structured approach when selecting our key areas of focus.

This table summarises the main Renewi stakeholder materiality matrix. It plots the themes that are important to us as a Group against those of our stakeholders. Key themes have been selected in accordance with the list of material topics in the GRI standards. For an overview, please see our GRI navigator document at [www.renewiplc.com/our-responsibilities](http://www.renewiplc.com/our-responsibilities)

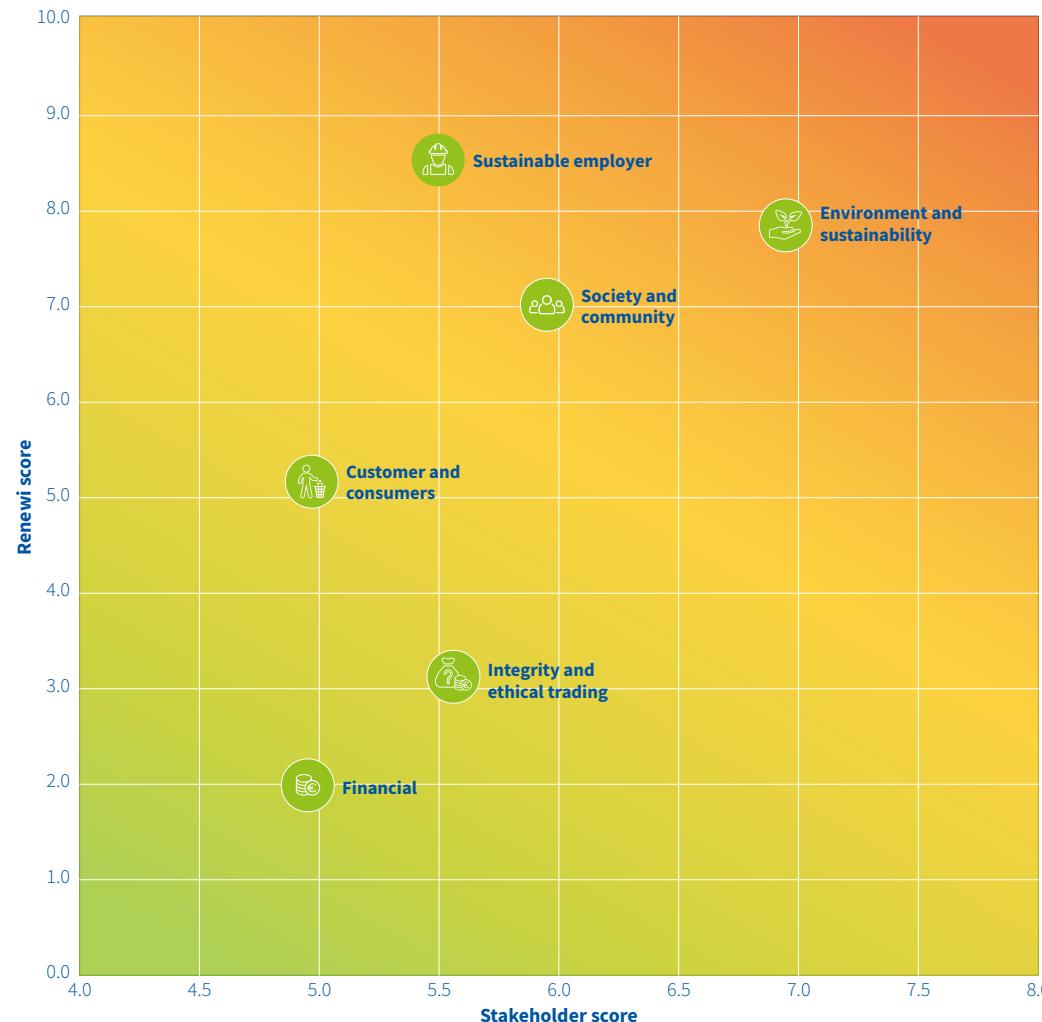
The scores represent sums of our detailed materiality matrix (page 36). The different colours highlight in 'heat' format the issues in terms of importance to different shareholder groups, and help us to decide those we need to focus and report on.

To promote improvement for these indicators, we aim to set challenging but realistic objectives, based on our current performance.

This is assessed materiality relating to Renewi, and not in general.

| Summary CSR subject area   | Financial | Sustainable employer | Integrity and ethical trading | Environment and sustainability | Society and community | Customer and consumers | Summary and example main engagement routes   |
|--|-----------|----------------------|-------------------------------|--------------------------------|-----------------------|------------------------|--|
| Internal stakeholders  | 6         | 12                   | 13                            | 14                             | 8                     | 6                      | Employee engagement surveys, consultation meetings, whistleblowing line, internal communications, newsletters, announcements, reports, briefings and Board meetings  |
| Customers and clients  | 7         | 14                   | 28                            | 30                             | 14                    | 20                     | Customer feedback surveys, direct face-to-face contact, emails, letters and websites   |
| Financial bodies and investors                                   | 10        | 14                   | 26                            | 26                             | 11                    | 11                     | Annual report, shareholder briefings, face-to-face meetings, ESG surveys, AGM, websites, audits at half-year and full year with ad hoc communication between, CSR Report, direct contact and completion of assessments |
| Government and national structures                               | 10        | 35                   | 43                            | 60                             | 38                    | 25                     | Lobbying activity, face-to-face contact, email, letters, site visits and membership of bodies including regulators   |
| Community and society  | 4         | 8                    | 15                            | 26                             | 18                    | 12                     | Liaison committees, site visits, leaflets, meetings, websites and other communications   |
| Overall score for stakeholders                                   | 37        | 83                   | 125                           | 156                            | 89                    | 74                     |  |
| Overall score factored to score out of ten                       | 4.9       | 5.5                  | 5.6                           | 6.9                            | 5.9                   | 4.9                    |  |
| Renewi score out of ten (based on Renewi CSR materiality matrix) | 2.0       | 8.5                  | 3.2                           | 7.8                            | 7.0                   | 5.3                    |  |
| Reference icon given in heat diagram on page 18                  |           |                      |                               |                                |                       |                        |  |

## MATERIALITY ASSESSMENT continued



### KEY THEMES



#### Sustainable Employer

Health and safety; employee rights; cultural needs; working conditions and wellbeing; employee relations and engagement; (non-discriminating) diversity and equality; training and development



#### Environment and Sustainability

Potential emissions to air, land and water, including spills; recycling and recovery; potential pollution from activities; impact of environmental regulations and compliance; energy consumption, carbon emissions and prevention; raw material use



#### Society and community

Positive contribution to society from recycling and recovery activities and knowledge sharing and education, potential negative impacts on local communities close to operations



#### Customer and consumers

Continuity of service to clients and customers for their waste (waste does not stop being produced); privacy of clients and customers



#### Integrity and ethical trading

Prevention of fraud, bribery and similar; financial governance; good control environment; integrity management; fair practices in business



#### Financial

The financial sustainability of the company

# OUR APPROACH TO CSR



## PLANET PAGE 20

### Protecting and preserving the environment

We take waste and we create something new. This helps to protect the world's natural resources and preserve the planet for future generations. Our work is integral to preserving the environment and it puts us at the heart of the circular economy.



## PEOPLE PAGE 25

### Keeping our people safe and well

Safety is our first value and number one priority. There is nothing more important than getting our people home safely every day. Ensuring the health, safety and wellbeing of our people and their full engagement with Renewi is crucial to our success. We are proud to have that responsibility and we take it very seriously.



## PARTNERSHIPS PAGE 30

### Making society better and being a good neighbour

Our actions and our innovations help society towards a more sustainable future. We also understand that our activities can have an impact on the communities that host us and we do our best to mitigate this. Our local communities and society as a whole are key stakeholders for us.

**FROM WASTE TO PRODUCT**WASTE  
WATERCLEAN  
WATER

Renewi's ATM plant treats soil, sludges, oils, solvents and water. The contaminated water is usually received at the site's own jetty. It is treated on-site using ATM's bio-water system, comprising physical and biological cleaning processes. The cleaned water is then discharged off-site for further treatment.

**PLANET**

# PLANET – PERFORMANCE AND OBJECTIVES

## MAKING A POSITIVE IMPACT

**We protect the environment by taking waste and creating something new. This helps to protect the world's natural resources and to preserve the planet for future generations. Our work is integral to preserving the planet's natural resources and it puts us at the heart of the circular economy.**

Taking a precautionary approach to environmental challenges, we believe that today's waste materials are tomorrow's resources. That's why we prioritise waste recycling over energy recovery or landfill disposal for all the waste we receive. Moreover, we invest in innovative technologies and business models for circular products. We keep our environmental impact and carbon footprint as low as possible and strive to maximise the carbon avoidance benefit within our value chain. We make sure our emissions to soil, water and air stay well within the legally-permitted boundaries and we measure our performance for these indicators and have set improvement targets.

We communicate with our upstream clients and encourage them to sort and segregate their wastes so that we can provide the highest sustainability benefits to society from our activities. We encourage our upstream customers to direct their wastes towards sustainable waste management options rather than to disposal. We place our downstream recycled and recovered products and green energy into markets where their sustainability benefits can be maximised. Doing so, we promote greater environmental responsibility, both within our supply chain and in society as a whole.

### Recycling and recovery

Recycling and recovery rates are key indicators of our sustainability performance. We set ourselves objectives for our combined recycling and recovery rate, as well as our recycling rate. For both measures, the higher the percentage, the better our performance.

Our recycling and recovery activities also have a carbon avoidance benefit. We report this avoidance benefit in total and as an intensity ratio per tonne of waste handled. This ratio accounts for the weight of

waste we handle, and tracks our performance. The higher the number, the better our performance.

In 2018/19 both our recycling and overall recycling and recovery rates continued to increase, and for our overall rate we have met our 2020 target a year early. Recycling rates rose 0.6% to 66.9%, edging closer to our 70% target, mainly as the result of improved recycling in the Netherlands and the UK. A decrease in waste to landfill in Belgium and the UK also helped us to meet our overall targets. Total waste handled reduced to 13.85 from 14.02, mainly due to a decrease in soil cleaning activities at our ATM plant in the Netherlands. However, over the past year materials recovered for energy production from waste continued to increase, from 3.19 million tonnes to 3.20 million tonnes. The long-term trend over the past 10 years shows an increase in terms of both tonnes of waste recycled and recovered as a percentage of million tonnes of waste handled.

### Carbon benefit

By increasing our recycling and recovery rates, we create a positive carbon benefit. In addition, over 2018/19 we have also continued to make a positive impact on our carbon footprint by reducing our emissions. Our carbon avoidance intensity ratio rose by 1.8%, partially as the result of a small increase in recycling, but mainly due to an increase in waste-derived fuels produced and sold.

## RECYCLING AND RECOVERY OBJECTIVES

|   | 2017/18 performance | 2018/19 performance | 2020 target |
|---|---------------------|---------------------|-------------|
| Recycling rate % total waste handled              | 66.3%               | <b>66.9%</b>        | 70.0%       |
| Recycling and recovery rate % total waste handled | 89.1%               | <b>90.0%</b>        | 89.9%       |



## PLANET – PERFORMANCE AND OBJECTIVES continued

### CARBON AVOIDANCE INTENSITY RATIO OBJECTIVES

|   | 2017/18<br>performance | 2018/19<br>performance | 2020<br>target |
|---|------------------------|------------------------|----------------|
| Carbon avoidance intensity ratio: Million tonnes CO <sub>2</sub> -equivalent per million tonnes waste handled | 0.214                  | <b>0.218</b>           | 0.217          |

This effect counteracts a decreased carbon avoidance from waste used as a fuel at our ATM site in the Netherlands, which was caused by a drop in production at the site's thermal cleaning installation. Over the past 10 years our long-term carbon avoidance trend, in terms of tonnes of CO<sub>2</sub>-equivalent per million tonnes of waste handled, is on an ongoing upwards trajectory.

#### Energy efficiency

While green electricity production reduced over the past year, largely as a result of the sale of our Energen Biogas anaerobic digestion (Cumbernauld AD) plant in the UK, green electricity production over the past ten years continues on an upwards trajectory, as measured in terms of MWh of green electricity we produce. Our green electricity production target of 213,170 MWh for 2020 also includes the likely contribution from our new Derby plant in the future.

Our route optimisation initiatives and investment in Euro 6 waste collection vehicles during 2018/19 have helped us meet our transport energy efficiency objectives early. Truck fuel use improved by 1.1% – we used slightly more fuel but collected more waste – and so the litres of fuel used per tonne of waste collected and transported also reduced to meet our 2020 target of 3.12 litres of fuel per tonne of waste collected. We expect our fuel efficiency rates to improve further over the coming year. With Euro 6 vehicles now accounting for 34.9% of our total fleet, compared with 24.2% last year, we have continued to reduce vehicle emissions and retire older vehicles. This has also meant that we have beaten our 2020 target of 34.4% Euro 6 fleet compliancy.

**2020 target**

**66.9%** **70.0%**  
Recycling rate % total waste handled

**90.0%** **89.9%**  
Recycling and recovery rate % total waste handled

**34.9%** **34.4%**  
% of waste collection / transport truck fleet compliant with Euro 6 standard

**0.218** **0.217**  
Carbon avoidance intensity ratio

### ENERGY EFFICIENCY AND GREEN ELECTRICITY PRODUCTION OBJECTIVES

|  | 2017/18<br>performance | 2018/19<br>performance | 2020<br>target |
|--|------------------------|------------------------|----------------|
| Energy use on sites in kWh per tonne of waste handled <sup>1</sup>           | 28.3                   | <b>29.1</b>            | 26.6           |
| Litres of fuel used per tonne of waste collected / transported               | 3.15                   | <b>3.12</b>            | 3.12           |
| % of waste collection / transport truck fleet compliant with Euro 6 standard | 24.2%                  | <b>34.9%</b>           | 34.4%          |
| Green electricity produced '000 MWh  | 143,462                | <b>124,582</b>         | 213,170        |

1. Due to the restatement of the Energy data (see page 38), the Energy efficiency intensity ratios also changed. We have adjusted the target in accordance with this change.

## CASE STUDY

# A STEP UP THE CO<sub>2</sub> PERFORMANCE LADDER

Reducing our carbon footprint is part of Renewi's DNA. We embrace sustainability throughout the organisation, not just in what we do, but how we act. So everyone at Renewi is a vital part of our CSR decision-making, and involved in striving for our CSR goals.

We were delighted that during the year we obtained level four on the CO<sub>2</sub> Performance Ladder, a Dutch certification scheme encouraging organisations to reduce carbon emissions. This was a step up from level three for both the legacy organisations.

The level three Ladder Award recognises businesses that are reducing their own carbon emissions. With a certificate on the Ladder, organisations can receive an award advantage for their registration on tenders. The level four and five Ladder awards recognise businesses that are also demonstrating a reduction in CO<sub>2</sub> emissions in their supply chain and sector.

"It was a major achievement, because Renewi has several divisions and subsidiaries, each with their own challenges," explains Bart Nevels, CSR Manager. "Three of these divisions (Commercial Netherlands, Hazardous Waste and Monostreams) contribute in varying ways to our total CO<sub>2</sub> footprint, with different challenges and opportunities. We first identified the CO<sub>2</sub> emissions for the separate divisions and opportunities and then determined how much each division could contribute to the overarching goal."

Our overarching goal is a 3.5% reduction in CO<sub>2</sub> emissions per tonne of waste handled in 2021 relative to 2017, accounting for over 10,000 tonnes of CO<sub>2</sub> emissions saved. We are on track to reach this goal.

The CO<sub>2</sub> Performance Ladder is a great instrument to shape and direct Renewi's CSR Policy and offers a clear strategic roadmap. To reach level four of the Ladder, we identified three important pillars: fuel use reduction, energy efficiency and green energy use.

We aim to reach level five of the CO<sub>2</sub> Performance Ladder. "We are currently working on a uniform reporting system, which should provide better insight in fuel and energy use per division and site. With this information we can develop even more effective CO<sub>2</sub> reduction measures," Bart adds.

67,000 tonnes  
Our reduction in CO<sub>2</sub> emissions  
over the past year



## CASE STUDY

# ROUTE OPTIMISATION

Ideas that drive sustainable growth and preserve the planet are crucial. By focusing on our waste collection truck routes this year, we've reduced our environmental footprint and delivered cost savings.

Since our merger, we have identified significant areas of logistics overlap and there are some clear opportunities to reduce our fleet size and improve our environmental impact.

Key to this approach was rationalising the waste collection trucks operated by both businesses. "In Belgium, we operate the largest truck fleet in the country. We wanted to reduce the number of trucks the two legacy companies ran every day to our customers," explains Veronique Delanote, Environment & Quality Expert at Renewi's Commercial Belgium division.

By optimising and integrating the routes, each route will be served by only one Renewi truck. The Belgian operations expect to reduce trucks on the road, reducing mileage and delivering fuel savings. "By reducing the number of trucks on the roads, we will also be helping to make the communities where we work quieter, cleaner, safer places to live," Veronique adds.

In addition to route optimisation, we are replacing older trucks with new vehicles, making our truck fleet more sustainable with lower emissions. "Our integration involves much more than the delivery of cost synergies: by reducing the size of our fleet and investing in more sustainable trucks, we are significantly reducing our carbon emissions and our impact on the environment," says Veronique.



**34.9%**  
Proportion of our waste collection truck fleet that is Euro 6 compliant



WE ARE A **LEADING**  
WASTE-TO-PRODUCT  
COMPANY WITH  
A COLLECTIVE  
**AMBITION** TO  
**“WASTE NO MORE”**

#### FROM WASTE TO PRODUCT



WASTE STEEL



NEW STEEL

Renewi will collect and transport asbestos contaminated steel direct to PMC's recycling facility, which has been specifically designed to recycle such contaminated steel. The fibrous parts of the asbestos are destroyed and other hazardous substances such as chromium-6 and mercury are captured or neutralised. The process prepares steel for reuse in the steel industry in the form of Purified Metal Blocks (PMBs™).

## PEOPLE

# PEOPLE – PERFORMANCE AND OBJECTIVES

## LEADING WITH A SAFETY CULTURE

**Safe** is the first of our six core values that underpin what we are and how we act. We launched our new Safety Culture Initiative in 2018/19, focusing on five key themes: leadership, employee engagement, common standards, communications and performance.

Long-term, sustainable success starts with treating our people fairly and respecting their rights.

### Safety

Our safety efforts are paying off. Our top-line >3 day accident rate (accidents at work when people are off for more than three days) improved by 7%, and we are on course to reach our 2020 target. The number and rate of lost-time injury (LTI) accidents (those resulting in a person off work for a day or more) has also improved. We had no

fatal accidents, and while accident severity rates increased slightly, this was against a significant improvement in 2017/18, and since our merger we have improved our severity rate by 43%.

Near-misses are events when accidents nearly happened, and our people are encouraged to report them. We've worked hard to increase the number of near-misses raised by our employees, which demonstrates that we are integrating a safety culture throughout our workforce. We have been successful, and the number of near-misses raised increased by 64% over the year, from 10,934 in 2017/18 to 17,927 in 2018/19.

We have also reduced the number of accident types with potentially serious outcomes, such as machinery safety, traffic accidents and falls, by more than a half. Going forward, we will also focus on our more common accident types, such as slips, trips and manual handling accidents.

## HEALTH AND SAFETY OBJECTIVES

|                                 | 2017/18<br>performance | 2018/19<br>performance | 2020<br>target |
|---------------------------------|------------------------|------------------------|----------------|
| >3 day accident rate            | 1,505                  | <b>1,404</b>           | 1,355          |
| Lost time injury frequency rate | 12.5                   | <b>10.8</b>            | 8.7            |
| Severity rate                   | 17.4                   | <b>18.8</b>            | 13.1           |
| Near-miss close-out rate        | 83%                    | <b>69%</b>             | 85%            |



## PEOPLE – PERFORMANCE AND OBJECTIVES continued

### Diversity

We benefit enormously from our diverse workforce. Our people come with different backgrounds and from a wide range of cultures, creating a vibrant workforce where we can all learn from one another. One of our six core values is 'together', which means that we are always open and respectful to each other. We work across all boundaries to listen and learn from one another and value everyone's role and contribution. We are an equal opportunities employer, which means that full and fair consideration is given to applications from, and the continuing employment, career development and training of, vulnerable and disadvantaged members of the community. We measure our Gender Pay Gap and although the total female population employed is significantly lower than the total male population, the difference within the mean pay gap category is negligible.

Freedom of association and the right to collective bargaining are self-evident, fundamental rights. As such, Renewi is committed, in accordance with local laws, to respect the rights of all employees to form and join trade unions of their own choosing, to bargain collectively and to engage in peaceful assembly, as well as to respect the rights of workers to refrain from such activities. Employees and/or their representatives shall be able to openly communicate and share ideas and concerns with management regarding working conditions and management practices without fear of discrimination, reprisal, intimidation or harassment. In addition to the existing channels of communication via our Works Council arrangements in the Netherlands and Belgium, the Board has designated Non-Executive Director Jolande Sap to assist the Board with workforce reporting.

### Employee data

As we have integrated two companies, we have gained synergies, including in employee roles. While the total number of permanent employees at Renewi has reduced slightly, to 7,035 from 7,100, the percentage of female employees increased from 16.2% in 2017/18 to 17.5% in 2018/19. In our senior management team, the percentage of female employees is higher.

Our HR division is working hard towards a new Renewi-wide HR policy, in which vitality and absenteeism reduction play an important role.

21.9%

of our senior managers are female

7%

reduction in >3 day accident rate





14%

Our lost time injury rate improvement

**CASE STUDY**

# UK SAFETY CHAMPIONS

Being safe and accountable are core values at Renewi. Listening to and engaging with our people on these topics, and acting upon their input, is vital to how we work.

In our Municipal Division we wanted to use our new HomeSafe campaign as a way to promote engaging with our people and to encourage a two-way dialogue with them, so last year we set up a UK Safety Champions programme.

"We issued a call to arms to all our 650 people in the UK, asking for volunteers to act as Renewi's UK Safety Champions and I'm proud that 75 people stepped forward to take up the mantle across all our seven UK regions," explains Adam King, SHEQ Director, Renewi.

Once we had identified our Safety Champions, we brainstormed key safety issues that are important to our people and together developed a proactive feedback and management approach.

Renewi's Safety Champions are clearly visible on site with uniforms and provide a focal point for change on key safety issues. They have two deliverables: to organise and arrange weekly site tours and to attend monthly SHEQ meetings. This gives our Safety Champions an opportunity to identify and raise upcoming issues, and to track with our leaders how existing issues are being addressed. Safety issues that have been solved range from changing the height of ladders, to maintenance and cleanliness at waste reception areas.

"We are on a mission to improve engagement with our team and this initiative has been really well received. It gives our people that opportunity to open up and talk directly to management about the safety matters that are really important to them," says Adam, who has personally met every single UK Safety Champion.

"By showing that we are listening, and setting an action timeframe that is accountable, our Safety Champions are showing our team that Renewi's metrics for safety change are working," he adds.

13%  
of our permanent employees  
under 30 years old are  
members of Young Renewi



## CASE STUDY

# YOUNG RENEWI

**Our people are our most important asset, and our young people bring new ideas, energy and passion to our business. At Renewi we want to capture this enthusiasm and ensure that all our young people have a voice.**

Investing in our young colleagues is crucial to our success, and our Young Renewi programme aims to engage and inspire future generations throughout the organisation.

Young Renewi is a community of highly-involved younger Renewi employees. Launched at the end of 2017 in our Netherlands operations, it now includes over 100 members from Netherlands Commercial, Monostreams and Renewi Group.

“Young Renewi is a great opportunity for young professionals to exchange knowledge, experiences and learn from each other. It completely matches our value about being together, because we keep in touch and work across all boundaries. Every three months we do a site visit to learn in detail about what goes on in different areas of the business. We also have access to an external online learning platform, and informational calls with Executive Committee members via Skype,” explains Alex de Waal, Corporate Communications Executive and member of Young Renewi.

Young Renewi encourages active participation through brainstorming sessions and meetings on key issues, motivating and keeping young employees engaged. It also is a key tool for promoting Renewi’s employer brand and attracting future employees.

A recent sustainability survey among Young Renewi members highlighted six areas that the members have presented to the Executive Committee for development: paperless office, annual Renewi trashwalk, communicating sustainable efforts, collecting valuable materials, using ‘waste-to-product’ internally, and food waste circularity.



BY **RECYCLING**  
AND PRODUCING  
**SECONDARY RAW**  
**MATERIALS**, WE HELP  
OUR CUSTOMERS TO  
ACHIEVE THEIR OWN  
**SUSTAINABILITY**  
**GOALS**

#### FROM WASTE TO PRODUCT



PLASTIC WASTE



VACUUM CLEANERS

Renewi's waste electrical recycling specialist subsidiary, Coolrec, collects and dismantles old devices such as refrigerators, televisions, vacuum cleaners and mobile phones. The plastic components are treated and processed into granules, which are used by Philips for making new vacuum cleaners which consist of 36% recycled materials.

## PARTNERSHIPS



# PARTNERSHIPS – PERFORMANCE AND OBJECTIVES

## BEING A RESPONSIBLE PARTNER

We are passionate about helping society work towards a more sustainable future, and we do this working in partnership with different communities.

We are committed to playing our part in the circular economy and we work with a growing number of different stakeholders and partners within society who share our commitment.

Our activities have a positive benefit for society as a whole. However, we understand that our activities can also have an impact on the communities where we operate, and our goal is to act in partnership with our local communities. We aim to be a responsible partner by minimising the impact of our sites on the environment that we share with nearby residents, community organisations and businesses. We actively engage with communities and use the latest technology to help us identify potential issues before they arise, such as changes in air quality (see page 34 for more).

While we reduced the number of complaints received by most of our sites outside the UK, the total amount of complaints increased to 576 from 306. This was largely as a result of complaints received by Renewi's new Derby plant, which is being commissioned by a contractor under our environmental permit. We set our objectives as a ratio per site as a more accurate measure than total number of complaints, no matter how many sites we operate. The lower the figure, the better the performance.

When Derby falls under our operational control, our focus will be to reduce the number of complaints.

Elsewhere, our good performance is a result of the quality of our processes across our sites and an increase in awareness about community issues among our employees.

We aim to meet global standards in health and safety, environmental management and the quality of our processes. Our formal management accreditations are an important indicator of this. As we continue to integrate, the number of formal accreditations will reduce while we maintain or improve overall coverage. For example, in Municipal our UK operations merged their individual site accreditations into one divisional accreditation. The aim for 2019/20 is to further merge different accreditations at a divisional level. This should further promote integration within our divisions.

## COMMUNITY OBJECTIVES

|                                       | 2017/18 performance | 2018/19 performance | 2020 target |
|---------------------------------------|---------------------|---------------------|-------------|
| Average number of complaints per site | 1.5                 | 2.9                 | 1.4         |



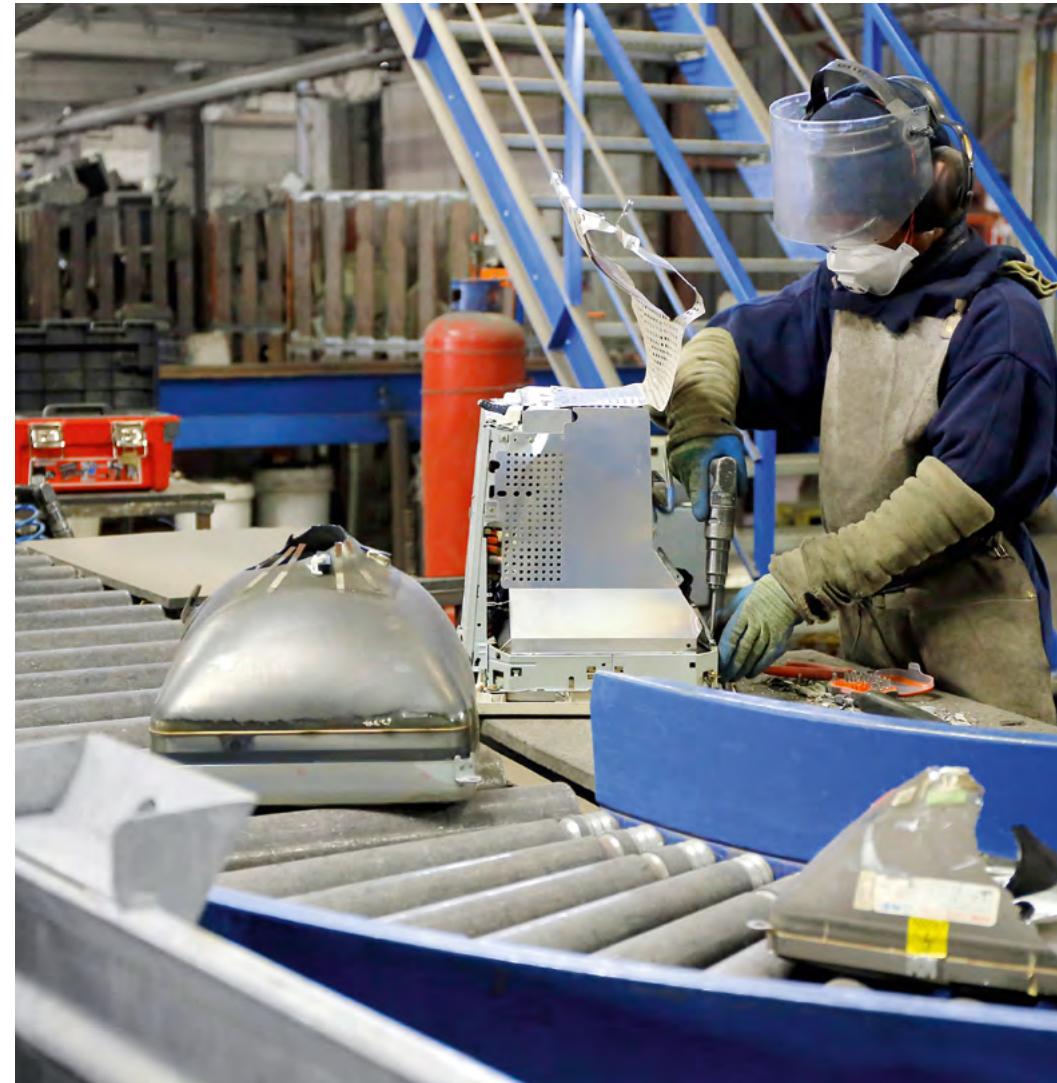
## PARTNERSHIPS – PERFORMANCE AND OBJECTIVES continued

The importance of diversity, quality and nondiscrimination is highlighted in our new Code of Conduct, which we launched together with a range of policies and protocols focused on the prevention of bullying and harassment, disciplinary measures and grievance mechanisms. It provides direction in who we are, what we do and how we act, as well as how we put our values into practice. We have an integrity management team which is responsible for putting these policies and protocols into practice. It also offers training and workshops to our employees and management on how to deal with integrity issues.

Moreover, we ensure that our business practices comply with legislation and guidance, and that we trade, operate and compete fairly and within competition laws. We will never gain or maintain business through illegal or unethical conduct. We do not tolerate any form of bribery or the offering or soliciting of a bribe by any employee or agent operating on our behalf. We do not make any payments to political parties, organisations or their representatives. We comply with ethical trading requirements and standards such as the Organisation for Economic Co-operation and Development (OECD) anti-corruption directive. Our Board is independent from our executive functions.

While we do not operate in higher-risk countries, we uphold the principles in the United Nations Universal Declaration of Human Rights and therefore subscribe to the UN Global Compact. We respect our employees' human rights. We support the rights of the child and do not employ anyone under 16. We consider the rights of other young people relative to their work and do not employ anyone under the age of 18 in operational roles. We will not tolerate any aspect of modern slavery. Our modern slavery statement can be found on our website.

See page 43 for an overview of our compliance and governance performance.



**CASE STUDY**

## SUSTAINABLE PARTNERSHIPS

**We innovate so we can extract value from waste, using state-of-the-art processing techniques. Working closely with different partners on innovative waste treatment, we are making the planet even more sustainable.**

Renewi's Coolrec subsidiary processes electrical and electronic equipment, plastics and non-ferrous metals into high-quality raw materials. Together with Renewi, Dutch watch specialist Circular Clockworks launched the world's first range of circular watches, made from secondary raw materials.

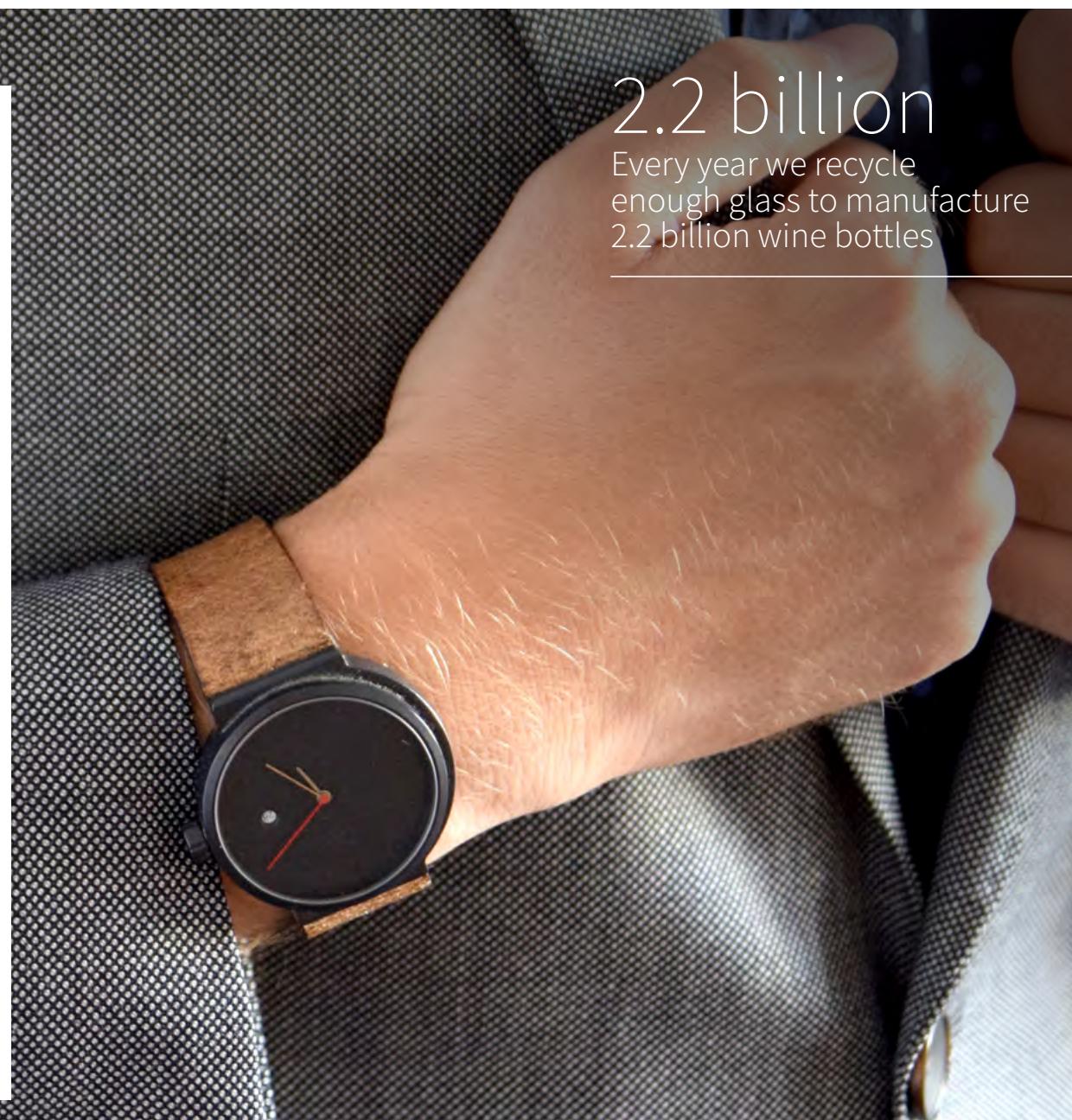
Dieter Avonds, Director of Coolrec explains: "Many of the parts in discarded appliances are made from valuable materials. Coolrec can recover specific plastics from discarded appliances to reuse in new products, such as these sustainable watches. We are proud to be involved in this circular collaboration."

Coolrec supplies plastic granules which are recycled from discarded electronic and electrical appliances to give new life to used materials. Renewi collects and processes the discarded appliances, grinding them into small pieces. The black watches in the range are made from materials such as recycled televisions and the white watches are created from old fridges. The watch straps are made from leather left over from shoe manufacturing processes.

Through Renewi's specialist organic waste subsidiary, Orgaworld, we recently started converting organic household waste into bioplastics. Orgaworld is one of the most versatile and innovative international processors of organic waste materials and can recycle up to 96% of waste received. Bioplastics are more environmentally friendly than other plastics due to their biodegradable nature and use of less fossil fuels in production. The circular conversion process means bioplastics produced will be reused in the production of, for instance, recyclable bin bags for collecting kitchen and green waste. Eventually these products will return to Orgaworld, closing the circle.

# 2.2 billion

Every year we recycle enough glass to manufacture 2.2 billion wine bottles



## CASE STUDY

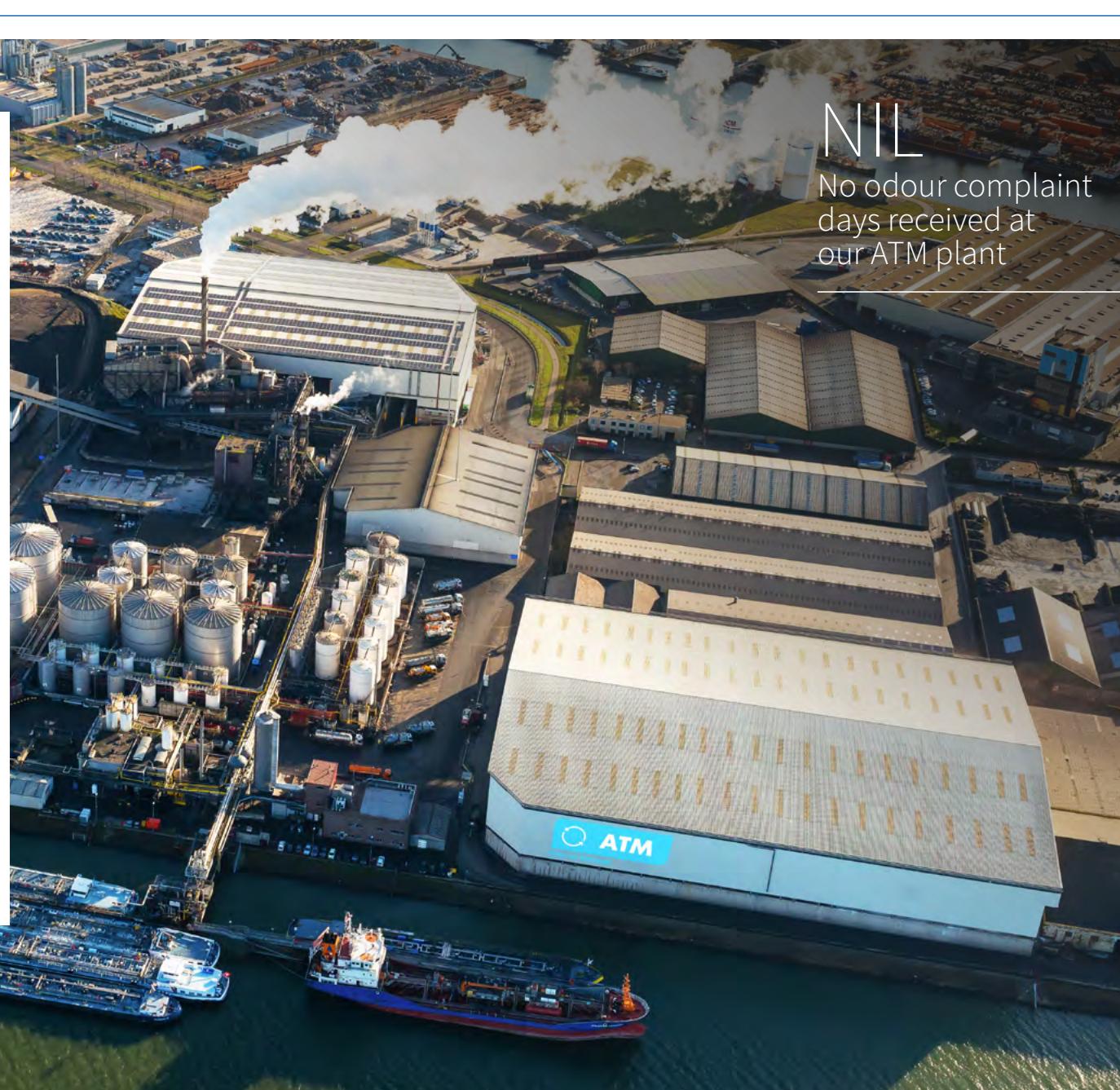
# ODOUR REDUCTION

Open and transparent communication with the local communities where we operate is vital. At our ATM plant, one of Europe's largest sites for treating contaminated soil and water, our proactive approach with the local community delivered record results this year.

This year we focused on reducing odour. Using innovative technologies and initiatives resulted in a record zero odour complaint days. We participate in a local 24/7 'e-nose' network, which monitors changes in the air. Together with wind direction, e-nose electronic technology can identify an odour, assess its severity and even track where it comes from. We also use an infrared camera to detect diffuse emissions. We've started to immediately close all emission points before unloading or cleaning ships, and now operate a degassing installation, which means ships no longer emit odours on the river.

Within our communities, we proactively communicate with the public every quarter as well as on unplanned issues, publish a magazine twice a year and support local social initiatives.

"Our focus is on continuous improvement. Our hunt to reduce odour emissions never stops, and our focus on innovation helps us to get better every day," says Jacques de Jong, Director Compliance & Public Affairs at ATM.



**FROM WASTE TO PRODUCT**

Renewi processes green waste from flower and vegetable growers. During a closed composting process, the green waste is placed into tunnels to decompose. It takes approximately two weeks to process the waste into a sustainable source of compost, which is supplied to the agricultural industry.

# APPENDIX

# CSR STAKEHOLDER ENGAGEMENT AND MATERIALITY MATRIX

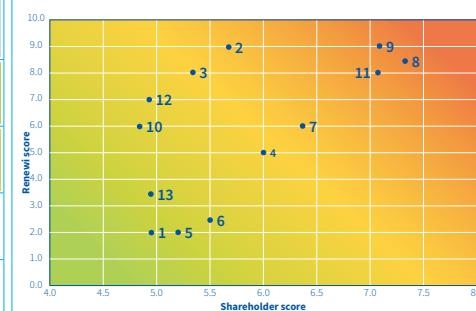
The matrix on this page lists CSR issue areas (core areas and specific issues) against different stakeholder groups. These areas are based on standard areas from organisations such as GRI, but then customised to Renewi's context. In the main matrix a score of 1-3 (1 = low, 2 = medium, and 3 = high) is given for the materiality each stakeholder group likely assigns to the relevant CSR issue. Please note, this is assessed stakeholder materiality relating to Renewi, and not in general. For example, an investor may rate the materiality of human rights, such as the rights of the child, as very high in general, but only as low for Renewi because of the countries Renewi operates in and that it does not import items from higher-risk countries. The column headed 'summary and example main engagement routes' lists typical sources from which these materiality scores have been gained.

Below the main matrix are various averaged and analysed scores. This includes the average stakeholder scores out of 10 for reasons of data presentation. Also listed are Renewi scores for each CSR issue. These stakeholder and Renewi scores are then presented as a heat diagram (lower right).

| Core CSR subject area   |                     | Financial                                      | Sustainable employer                                       | Integrity and ethical trading                             | Environmental and sustainability  | Society and community  | Customer and consumers   |  |  |  |
|---|---------------------|--|--|---|---|--|--|--|--|--|
| Internal stakeholders   | Employees and Board | Financial sustainability and success of Renewi | Health and safety, working conditions, welfare and welfare | Employee relations and engagement, diversity and equality | Prevention fraud, bribery and similar financial wrongdoing, integrity, fair practices in business | Energy efficiency upstream, resource sustainability and carbon emissions | Waste to more: Recycling and recovery, performance, and carbon avoidance benefit | Positive contribution to society from recycling and recovery, and educational activities | Continuity of service to customers (Renewi produced) | Product liability, health and other potential impacts from Renewi products |
| Employees   | 3                   | 3  | 3  | 2   | 1   | 2  | 1  | 1  | 2  | 1  |
| Board members   | 3                   | 3  | 3  | 3   | 2   | 3  | 3  | 2  | 3  | 2  |
| Commercial (small/medium)   | 1                   | 1  | 1  | 1   | 1   | 2  | 1  | 1  | 1  | 1  |
| Commercial (large/blue chip)  | 2                   | 2  | 2  | 2   | 2   | 3  | 2  | 3  | 2  | 3  |
| Local authorities   | 2                   | 2  | 2  | 2   | 2   | 3  | 3  | 2  | 3  | 2  |
| OECD countries  | 1                   | 1  | 1  | 2   | 1   | 2  | 2  | 1  | 1  | 2  |
| Non-OECD countries  | 1                   | 1  | 1  | 1   | 3   | 1  | 1  | 1  | 1  | 2  |
| Shareholders, investors and funders   | 3                   | 2  | 2  | 3   | 2   | 1  | 2  | 1  | 1  | 2  |
| Investors / funders   | 3                   | 2  | 2  | 3   | 2   | 1  | 2  | 1  | 1  | 2  |
| Auditors  | 3                   | 1  | 1  | 3   | 1   | 2  | 1  | 1  | 1  | 1  |
| ESG/CSR rating organisations  | 1                   | 2  | 2  | 3   | 3   | 2  | 3  | 3  | 2  | 3  |
| National government   | 1                   | 2  | 1  | 2   | 2   | 2  | 3  | 2  | 2  | 1  |
| Local government  | 1                   | 2  | 1  | 1   | 2   | 2  | 3  | 3  | 3  | 2  |
| Environmental   | 1                   | 1  | 1  | 1   | 1   | 1  | 2  | 3  | 1  | 2  |
| Trade / financial   | 1                   | 1  | 1  | 3   | 1   | 3  | 1  | 1  | 1  | 2  |
| Safety  | 1                   | 3  | 1  | 1   | 1   | 1  | 2  | 1  | 1  | 2  |
| Planning  | 1                   | 1  | 1  | 1   | 1   | 1  | 2  | 3  | 1  | 1  |
| Labour  | 1                   | 3  | 3  | 1   | 1   | 1  | 1  | 1  | 3  | 1  |
| Civil litigators  | 1                   | 2  | 3  | 2   | 1   | 2  | 1  | 3  | 1  | 2  |
| Trade unions  | 1                   | 3  | 3  | 1   | 1   | 1  | 1  | 1  | 2  | 1  |
| NGOs  | 1                   | 1  | 1  | 2   | 1   | 3  | 3  | 2  | 3  | 1  |
| Local residents to Renewi sites   | 1                   | 1  | 1  | 1   | 1   | 1  | 3  | 2  | 3  | 1  |
| Other members public  | 1                   | 1  | 1  | 1   | 2   | 1  | 2  | 3  | 2  | 3  |
| National  | 1                   | 1  | 1  | 2   | 1   | 2  | 1  | 3  | 2  | 1  |
| Public cultures   | 1                   | 1  | 1  | 1   | 1   | 2  | 2  | 2  | 3  | 1  |
| <b>Overall score for stakeholders</b>   |                     | <b>37</b>                                      | <b>43</b>  | <b>40</b>   | <b>45</b>   | <b>39</b>  | <b>41</b>  | <b>48</b>  | <b>55</b>  | <b>53</b>  |
| <b>Overall score factored to score out of ten</b>   |                     | <b>4.9</b>                                     | <b>5.7</b>   | <b>5.3</b>  | <b>6.0</b>  | <b>5.2</b>   | <b>5.5</b>   | <b>6.4</b>   | <b>7.3</b>   | <b>7.1</b>   |
| <b>Renewi score out of ten (based on Renewi CSR materiality matrix)</b>                   |                     | <b>2.0</b>                                     | <b>9.0</b>   | <b>8.0</b>  | <b>5.0</b>  | <b>2.0</b>   | <b>2.5</b>   | <b>6.0</b>   | <b>8.5</b>   | <b>9.0</b>   |
| <b>Reference number for issue from 2018 Renewi CSR materiality matrix (for reference)</b> |                     | 2  | 9  | 9   | 1   | 8  | 10   | 4  | 3  | 5  |
| <b>New number for each issue (correlates with numbers in heat map, right)</b>             |                     | 1  | 2  | 3   | 4   | 5  | 6  | 7  | 8  | 9  |
|   |                     | 10   | 11   | 11  | 12  | 13   |  |  |  |  |

To enlarge text please scroll over words

| Summary and example main engagement routes  |
|---|
| Employee engagement surveys, consultation meetings, whistle blowing line, internal communications, newsletters, announcements etc |
| Reports, briefings, Board meetings  |
| Customer feedback surveys, direct face-to-face contact, emails, letters, websites etc   |
| Direct face-to-face, emails, letters, websites etc  |
| Direct face-to-face, emails, letters, websites etc  |
| Email, letters etc  |
| Email, letters etc  |
| Annual report, shareholder briefings, face-to-face meetings, ESG surveys, AGM, websites etc                                       |
| Annual report, shareholder briefings, face-to-face meetings, ESG surveys, AGM, websites etc                                       |
| Audits at half year and full year with ad hoc communication between   |
| CSR Report, direct contact and completion of assessments  |
| Lobbying activity   |
| Lobbying activity   |
| Face-to-face contact, email, letters, site visits, membership of bodies including regulators etc                                  |
| Annual report and ad hoc contact  |
| Face-to-face contact, email, letters, site visits, membership of bodies including regulators etc                                  |
| Face-to-face contact, email, letters, site visits etc   |
| Face-to-face contact, email, letters, site visits etc   |
| Ad hoc as required for civil cases  |
| Face-to-face contact, formal consultations and meetings, email, letters, site visits etc  |
| Ad hoc as required and lobbying activity  |
| Liaison committees, site visits, leaflets, meetings etc   |
| Websites and other communications   |
| Website, PR activity via media  |
| As appropriate, liaison committees, site visits, leaflets etc   |



## PLANET – RECYCLING AND RESOURCE

The left-hand table shows how much waste we received at our sites, and how much of this was recycled and recovered, rather than disposed.

The right-hand table shows our energy consumption as raw data. Some of our operations produce green electricity directly.

| RECYCLING AND RECOVERY PERFORMANCE <sup>1</sup>                                      |         |         |
|--|---------|---------|
| Indicator  | 2017/18 | 2018/19 |
| Total waste handled at sites (million tonnes)  | 14.02   | 13.85   |
| Materials recycled (million tonnes) <sup>1,2</sup>                                   | 9.30    | 9.27    |
| Materials recovered for energy production from waste (million tonnes) <sup>1,2</sup> | 3.19    | 3.20    |
| Total materials recycled and recovered for energy production (million tonnes)        | 12.49   | 12.47   |
| Recycling as % of total waste handled  | 66.3%   | 66.9%   |
| Recycling and recovery as % of total waste handled                                   | 89.1%   | 90.0%   |

1. Recycling is materials given a 'second life' for reprocessing into new goods/materials. Recovery is waste used for energy production such as production of waste derived fuels, bio-mass and similar

2. Includes water recovery and moisture loss during treatment for some technologies employed

| RESOURCE USE AND SPILLS <sup>1</sup>   |         |         |
|--|---------|---------|
| Indicator  | 2017/18 | 2018/19 |
| Electricity consumption (Megawatt hours)   | 195,735 | 192,091 |
| Gas used at sites and offices (Megawatt hours)   | 81,820  | 90,082  |
| Fuel such as diesel used at sites and offices (Megawatt hours) <sup>2</sup>              | 118,962 | 120,238 |
| Total energy use at sites (Megawatt hours)   | 396,517 | 402,411 |
| Fuel used waste collection vehicles (000' litres)  | 34,296  | 34,042  |
| % of waste collection / transport truck fleet compliant with Euro 6 standard             | 24.2%   | 34.9%   |
| Green electricity generated (megawatt hours)   | 143,462 | 124,582 |
| Significant spills at sites – number of reported spills required by permits <sup>3</sup> | 50      | 34      |

1. Minor restatement of 2018 data as result of analysis of merged company data during the year  
 2. Includes diesel used in heavy mobile plant and static plant and machinery, plus oil etc used for heating  
 3. Spills are those as required to be reported by environmental permits

## PLANET – CARBON FOOTPRINT AND AVOIDANCE DATA

These tables show our carbon emissions and the carbon avoidance benefit of our activities. We also detail our carbon emission and avoidance benefit as ratios per tonne of waste, which is a more accurate measure of our carbon performance.

| EMISSIONS FROM OUR ACTIVITIES (CO <sub>2</sub> EQUIVALENT '000 TONNES) <sup>1,2</sup>               |         |         |
|---|---------|---------|
| Source  | 2017/18 | 2018/19 |
| <b>Process-based emissions</b>  |         |         |
| Emissions from green composting   | 76      | 90      |
| Emissions from hazardous waste treatment  | 256     | 204     |
| Emissions from landfill   | 101     | 91      |
| Emissions from other processes (mechanical biological treatment (MBT) and anaerobic digestion (AD)) | 67      | 50      |
| <b>Transport-based emissions</b>  |         |         |
| Fuel used by waste collection and transport vehicles  | 120     | 120     |
| Business travel (cars, trains, flights and similar)   | 5       | 5       |
| <b>Energy use emissions</b>   |         |         |
| Electricity used on sites and in offices  | 121     | 117     |
| Gas used on sites and in offices  | 16      | 17      |
| Fuel used on sites for plant/machinery and equipment / heating                                      | 36      | 36      |
| <b>Total emissions from significant sources</b>   | 799     | 732     |

1. Figures rounded to nearest 1,000 tonnes – totals may reflect rounding. Some data based on carbon 'factors'. These vary from country to country and are periodically updated, such as by Government agencies

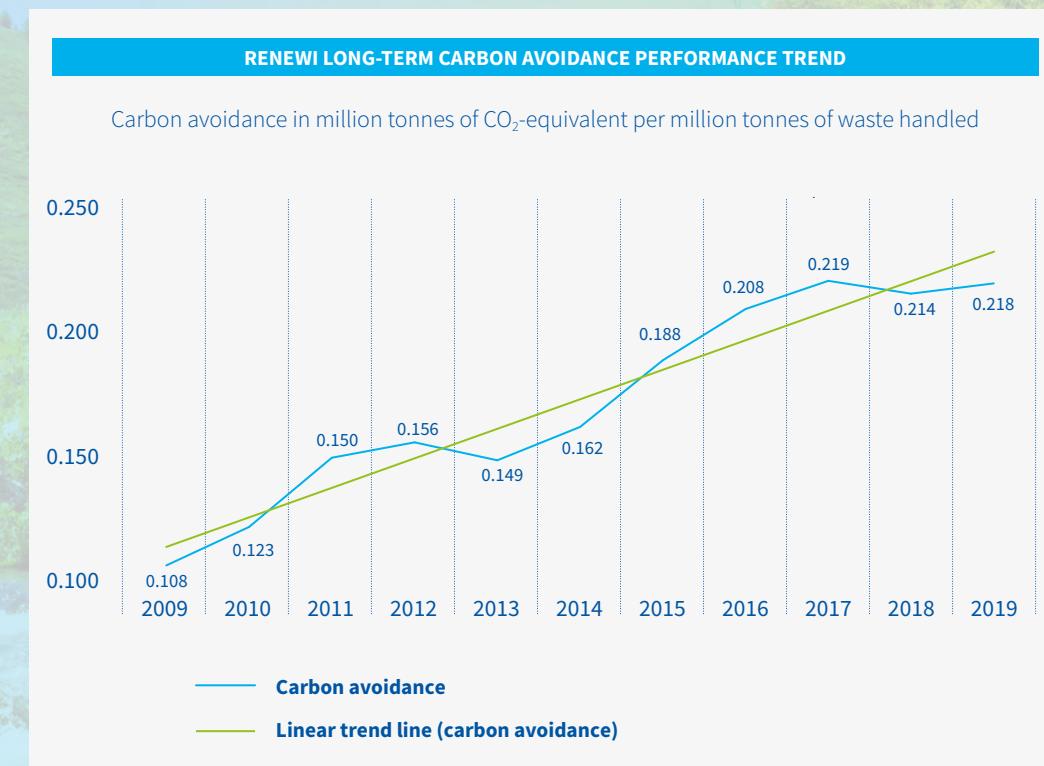
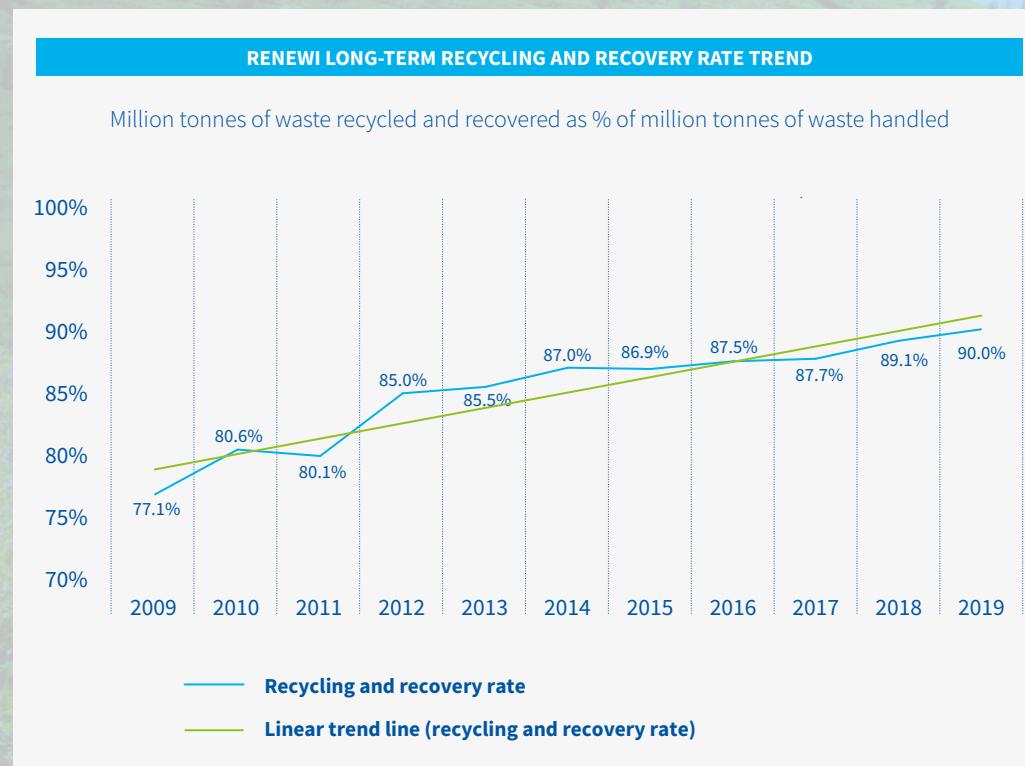
2. Minor restatement of 2018 data as the result of analysis of merged company resource data during the year

| CARBON AVOIDANCE AS A RESULT OF OUR ACTIVITIES |         |         |
|--|---------|---------|
| Source   | 2017/18 | 2018/19 |
| Renewable energy generated                     | 56      | 47      |
| Waste derived fuels produced and sold          | 946     | 970     |
| Materials separated for reuse/recycling        | 1,699   | 1,764   |
| Energy from waste used on site as a fuel       | 305     | 241     |
| <b>Total potential avoided emissions</b>       | 3,006   | 3,022   |

| GREENHOUSE GAS EMISSIONS AND AVOIDANCE INTENSITY RATIOS   |         |         |
|---|---------|---------|
| Ratio   | 2017/18 | 2018/19 |
| Million tonnes greenhouse gases emitted (CO <sub>2</sub> equivalent) per million tonnes waste handled                   | 0.057   | 0.053   |
| Million tonnes greenhouse gases avoided by our activities (CO <sub>2</sub> equivalent) per million tonnes waste handled | 0.214   | 0.218   |

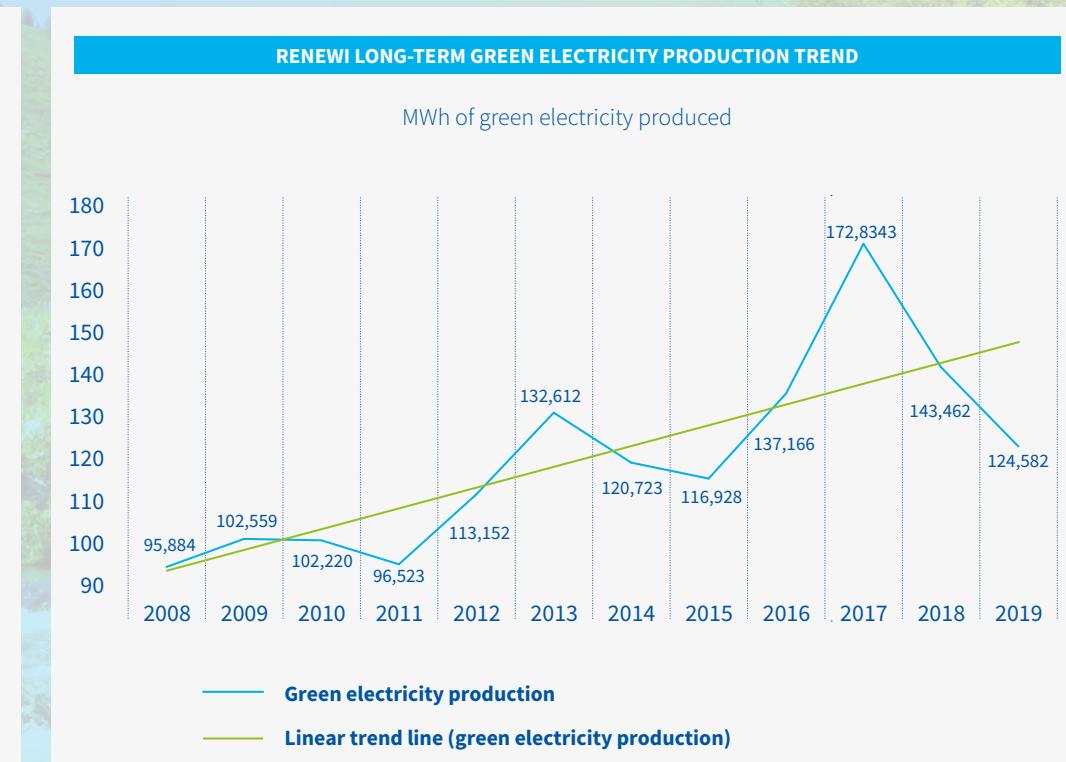
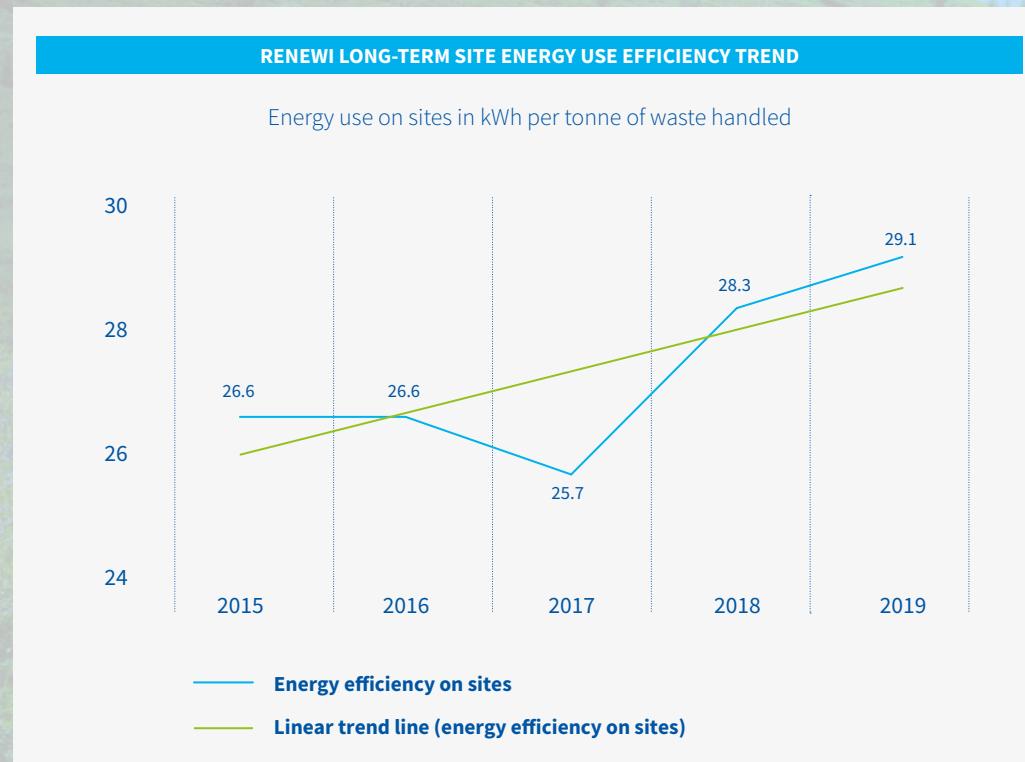
## PLANET – CARBON FOOTPRINT AND AVOIDANCE TRENDS

The two graphs below show our long-term recycling and recovery rate, and carbon avoidance benefit produced by our activities. In both cases, while there may be annual variations, the overall trend is consistent improvement.



## PLANET – ENERGY USE AND PRODUCTION TRENDS

The graph below left shows our on-site energy efficiency since 2014. This is a key measure, and we aim to focus on this in the future. The graph below right shows our green electricity production over time. This is highly affected by the sale over the years of some of our anaerobic digestion and landfill gas power generation capacity.



## PEOPLE – HEALTH AND SAFETY AND EMPLOYEE DATA

Our safety performance is defined by the number, rate and severity of the accidents we record. Near-miss reporting is a proactive way of avoiding accidents before they occur.

| ACCIDENTS AND NEAR-MISSES   |         |         |
|---|---------|---------|
| Indicator   | 2017/18 | 2018/19 |
| Number fatal accidents  | 1       | 0       |
| Number >3 day accidents   | 108     | 98      |
| >3 day accident rate  | 1,505   | 1,404   |
| Number lost time injuries (LTI)   | 172     | 168     |
| LTI frequency rate  | 12.5    | 10.8    |
| Severity rate   | 17.4    | 18.8    |
| Number near-misses raised   | 10,934  | 17,927  |
| Number near-misses closed-out   | 9,097   | 12,293  |
| Near-miss close-out rate  | 83%     | 69%     |
| <b>Key</b>  |         |         |
| >3 day accident: Accident which results in a person being off-work for more than three days         |         |         |
| >3 day accident rate: Number >3 day accidents / FTE x 100,000 = rate                                |         |         |
| LTI (lost time injury): Accident which results in a person being off work for a day or more         |         |         |
| LTI frequency rate: Number LTIs / total number hours worked x 1,000,000 = rate                      |         |         |
| Severity rate: Total number days lost as result of accidents / total number LTIs                    |         |         |
| Near-miss: An accident which nearly, but did not, happen. Also called risk reports, close-calls etc |         |         |
| Near-miss close-out rate: Number near-misses closed-out / number near-misses raised as a %          |         |         |

| EMPLOYEE NUMBERS   |         |            |         |            |
|--|---------|------------|---------|------------|
|  | 2017/18 | % of total | 2018/19 | % of total |
| Total number permanent employees                           | 7,100   |            | 7,035   |            |
| Number female permanent employees                          | 1,153   | 16.2       | 1,229   | 17.5       |
| Number male permanent employees                            | 5,947   | 83.8       | 5,806   | 82.5       |
| Number operational permanent employees                     | 4,831   | 68.0       | 4,632   | 65.9       |
| Number administration, managerial and support employees    | 2,269   | 32.0       | 2,399   | 34.1       |
| Number female statutory plc Board directors                | 2       | 25.0       | 2       | 22.2       |
| Number male statutory plc Board directors                  | 6       | 75.0       | 7       | 77.8       |
| Number female senior managers                              | 76      | 20.8       | 67      | 21.9       |
| Number male senior managers                                | 289     | 79.2       | 239     | 78.1       |
| Permanent employee turnover (%)                            | 4.9     |            | 10.9    |            |
| Number non-permanent employees                             | 1,143   |            | 1,145   |            |
| Total employee absenteeism from work (% of available days) | 4.6     |            | 5.2     |            |

## PARTNERSHIPS – KEY COMMUNITY DATA

These tables show our performance in mitigating potential adverse amenity effects on our local communities.

| NUMBER OF COMPLAINTS <sup>1</sup>   |         |         |
|---|---------|---------|
| Indicator   | 2017/18 | 2018/19 |
| Number environmental complaints received by our sites/operations <sup>1</sup> | 306     | 576     |
| Average number of complaints per site   | 1.5     | 2.9     |

1. Includes all complaints, both those substantiated and those not substantiated

| TYPE OF COMPLAINT |            |            |
|-------------------|------------|------------|
| Indicator         | 2017/18    | 2018/19    |
| Odour             | 221        | 423        |
| Litter            | 11         | 12         |
| Vermin / flies    | 6          | 56         |
| Traffic           | 2          | 2          |
| Mud / dust        | 11         | 33         |
| Noise             | 7          | 27         |
| Other             | 48         | 23         |
| <b>Total</b>      | <b>306</b> | <b>576</b> |

## PARTNERSHIPS – GOVERNANCE, COMPLIANCE AND EXTERNAL ACCREDITATION

We exercise good governance across planet, people and partnerships. We also seek external verification of our approach and performance where appropriate. This may be through accreditation to formal standards, or through assessment to known standards such as FTSE4Good.

| OUR FORMAL MANAGEMENT ACCREDITATIONS |         |         |
|--------------------------------------|---------|---------|
| Accreditation <sup>1</sup>           | 2017/18 | 2018/19 |
| ISO 14001 / EMAS                     | 150     | 149     |
| ISO 9001                             | 150     | 149     |
| OSHAS 18001                          | 117     | 125     |

1. Some accreditations cover more than one site or operation, such as an accreditation covering a group of sites. Comparison using basic site number quoted in this report may not be valid

**Key**  
 ISO14001 / EMAS – international environmental management standards  
 ISO9001 – international quality standard  
 OHSAS18001 – international health and safety standard  
 SCC / VCA – national health and safety standards

| OUR COMPLIANCE PERFORMANCE  |         |         |
|---|---------|---------|
| Indicator   | 2017/18 | 2018/19 |
| Number of environmental convictions and fines                                   | 5       | 4       |
| Number of health and safety convictions and fines                               | 3       | 2       |
| Legal actions for anti-competitive behaviour, anti-trust and monopoly practices | 0       | 0       |

| OUR GOVERNANCE PERFORMANCE  |         |         |
|---|---------|---------|
| Indicator   | 2017/18 | 2018/19 |
| Number of employees who received training/courses/ workshops on integrity               | 292     | 243     |
| Number of investigations on integrity issues  | 16      | 16      |
| Number of advices to employees/management following an integrity notification           | 142     | 135     |
| Number of reports on ethical misconduct by employees                                    | 54      | 22      |
| Number of reports on aggression and violence against employees                          | 22      | 24      |
| % employees covered by formal safety committees   | 100%    | 100%    |
| % of operations that have undergone risk assessment for bribery and other similar risks | 100%    | 100%    |



FTSE4Good

# UN GLOBAL COMPACT TEN PRINCIPLES

**Renewi plc stands in full support of the UN Global Compact's Ten Principles, committing to continuously pursue improvements in human rights, labour, the environment and anti-corruption.**

This report describes our actions to continually improve the four areas established by the UN Global Compact, and demonstrates how the Ten Principles are fully integrated into our business strategy, culture and day-to-day operations.

The table directs readers to the sections of the report that apply to each of the Ten Principles.

| APPLYING THE TEN PRINCIPLES |  |        |
|-----------------------------|--|--------|
|                             | Principles   | Pages  |
| Human rights                | <b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights; and                     | 32     |
|                             | <b>Principle 2:</b> make sure they are not complicit in human rights abuses.   |        |
| Labour                      | <b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; | 27     |
|                             | <b>Principle 4:</b> the elimination of all forms of forced and compulsory labour;  |        |
| Environment                 | <b>Principle 5:</b> the effective abolition of child labour; and   | 32     |
|                             | <b>Principle 6:</b> the elimination of discrimination in respect of employment and occupation.   | 27     |
| Anti-corruption             | <b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges;  | 21     |
|                             | <b>Principle 8:</b> undertake initiatives to promote greater environmental responsibility; and   |        |
|                             | <b>Principle 9:</b> encourage the development and diffusion of environmentally friendly technologies.  | 21, 33 |
|                             | <b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.                            | 32     |

# PRINCIPAL OFFICES

Further information about our operations, CSR Report and other publications may be obtained from our website: [www.renewiplc.com](http://www.renewiplc.com).  
Contact details for our main offices can be found below:

## Commercial Waste Netherlands

Renewi Nederland B.V. Flight  
Forum 240  
5657 DH Eindhoven  
The Netherlands

## Commercial Waste Belgium

Renewi Belgium S.A./N.V.  
Gerard Mercatorstraat 8  
B-3920  
Lommel  
Belgium

## Monostreams

Renewi Monostreams  
Flight Forum 240  
5657 DH Eindhoven  
The Netherlands

## Hazardous Waste

Renewi Hazardous Waste B.V.  
Computerweg 12d  
3821 AB Amersfoort  
The Netherlands

## Municipal

Renewi Municipal  
Dunedin House  
Auckland Park, Mount Farm  
Milton Keynes  
Buckinghamshire  
MK1 1BU

## Registered Office

Renewi plc  
16 Charlotte Square  
Edinburgh  
EH2 4DF  
Registered in Scotland  
No.SC077438

## Corporate Head Office

Renewi plc  
Dunedin House  
Auckland Park, Mount Farm  
Milton Keynes  
Buckinghamshire  
MK1 1BU  
Tel: 00 44 (0)1908 650580

## Company Secretary

Philip Griffin-Smith, FCIS

## Email:

[info@renewi.com](mailto:info@renewi.com)

## Websites:

### For investors:

[www.renewiplc.com](http://www.renewiplc.com)

### For customers:

[www.renewi.com](http://www.renewi.com)

