





**IN A TIME OF CLIMATE CRISIS, THE PLANET  
URGENTLY NEEDS OUR HELP, SO WE HAVE  
MADE IT OUR MISSION TO TRANSFORM  
WASTE INTO ESSENTIAL NEW PRODUCTS.  
WE ARE SUSTAINING TOMORROW BY  
ACTING TODAY TO RE-USE MATERIALS  
AND PROTECT OUR ENVIRONMENT.**

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# OUR VISION... TO BE THE LEADING WASTE-TO-PRODUCT COMPANY

# OUR PURPOSE... TO PROTECT THE WORLD BY GIVING NEW LIFE TO USED MATERIALS

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're committed to giving new life to used materials.

Recycling plastics into high-quality materials for new products; turning construction waste into aggregates; transforming household waste into fuel – we cover the full waste-to-product range.

## We provide manufacturers with new materials to create products and help customers be more sustainable.

We reduce waste. We avoid pollution. We prevent unnecessary use of finite natural resources, and so preserve them for future generations.

## We enable the circular economy.

We recycle products to bring valuable raw materials back into the product value cycle. We keep resources in use for as long as possible by recycling, and give them a useful purpose.



# OUR NEW SUSTAINABILITY STRATEGY TO PROTECT TOMORROW SUPPORTS THE UNITED NATIONS' GOALS TO SAFEGUARD THE PLANET...

## Sustaining the future

Our new sustainability strategy ensures we operate our business sustainably. Find out about the strategy's three key themes:

### Our UN Sustainable Development Goals

Our business operations and new sustainability strategy align with six of the 17 United Nations Sustainable Development Goals (SDGs) that are most relevant to what we do. In this Report you will see icons for these SDGs, as we demonstrate how we work to fulfil them.



#### GOOD HEALTH AND WELLBEING

Keeping employees safe and well is a key objective, and we have the same responsibility to local communities.



#### CLEAN WATER AND SANITATION

One of our key treatment activities is cleaning waste water to make it available again.



#### AFFORDABLE AND CLEAN ENERGY

We lower our carbon footprint by using renewable energy and also sell green energy produced on site.



#### SUSTAINABLE CITIES AND COMMUNITIES

We reduce our carbon and other emissions in waste collection in cities and urban areas.



#### RESPONSIBLE CONSUMPTION AND PRODUCTION

We enable the circular economy, so support responsible consumption and production.



#### CLIMATE ACTION

We take action to protect the climate by carbon avoidance and recycling waste instead of sending it for incineration or to landfill.



**Learn about Renewi's sustainability and environmental, social and governance efforts with our Sustainability in Action case studies throughout this Report**

# Key sustainability figures

Here is a snapshot of Renewi's sustainability performance for the year – from carbon emissions and recycling rates to gender diversity and employee safety. For more information, see the Planet, People and Partnerships pages of the Our Performance section on **pages 36 to 43**



**0.233**

**Renewi's carbon avoidance intensity ratio for FY20**



**23%**

**of the senior managers now working at Renewi are women**



**64.7%**

**Recycling rate\***



**67%**

**The number of near-misses reported by our employees improved by 67%**



**95**

**accidents led to absences of more than three days**



**90.8%**

**Recycling and recovery rate\***



**48.5%**

**of trucks in our fleet comply with the Euro 6 standard**



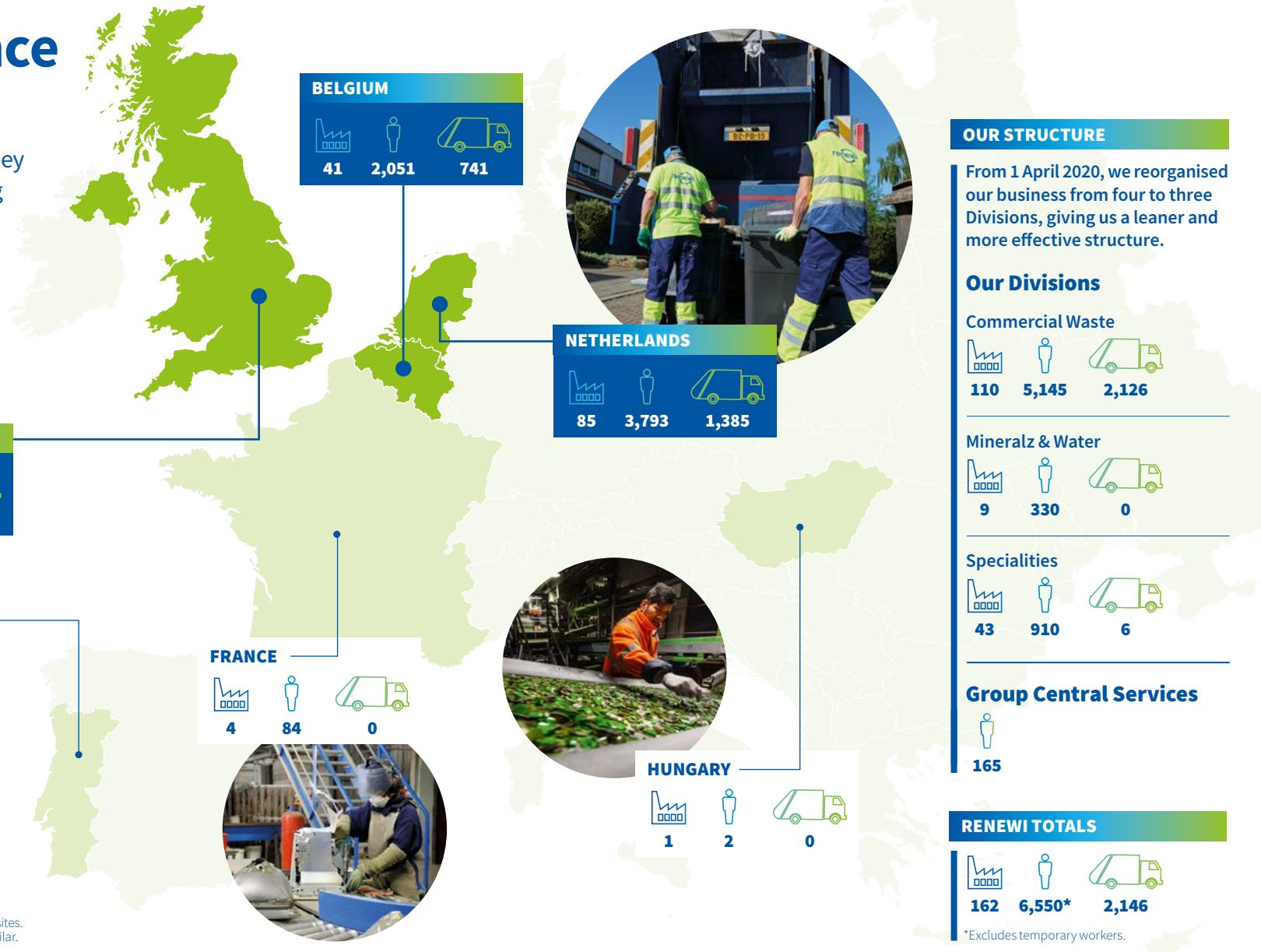
**2.7**

**Average number of complaints per Renewi site from local communities**

\*Percentage of total waste handled

# Renewi at a glance

A corporate snapshot: our Divisions, our people, where they operate and what they do – from waste collection and recycling to creating secondary raw materials


**KEY**

- Number of operating sites<sup>1</sup>
- Number of employees (headcount)
- Number of collection and transport trucks<sup>2</sup>

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.



# Business model

At Renewi, we generate revenue through collecting waste and turning it into secondary raw materials, creating value for our stakeholders while contributing to a circular economy

## DRIVEN BY

## IMPACTED BY

## HOW WE CREATE VALUE AT THE HEART OF THE CIRCULAR ECONOMY

## FOR ALL OUR STAKEHOLDERS

### Our vision

To be the leading waste-to-product company.

### Our purpose

To protect the world by giving new life to used materials.

### The world we live in

We meet the challenges of an evolving regulatory landscape where governments are expanding legislative agendas on climate change and the circular economy.

### The resources we need

- Assets and technology
- People
- Service
- Investment
- Innovation
- Financial

### The views of our stakeholders

We listen to the needs and respond to the priorities of stakeholders.

 **For more about our stakeholder engagement, see pages 14 to 15**

### What we do

We generate revenue from collecting and processing waste and selling recyclates and energy we produce. We are, however, shifting focus from collection to processing, and plan to deliver more, higher-quality secondary raw materials and biofuels.



### Driven by our new business strategy

To be a leader in recycling and a leader in secondary material production, and selectively gain market share.

### Driven by our new sustainability strategy

 **For more about our new sustainability strategy, see page 19**

### Underpinned by our values

- Safe
- Customer-focused
- Innovative
- Accountable
- Sustainable
- Together

**Waste-producing customers** We improve their sustainability by specialist collections and enhanced separation.

**Product customers** We collaborate with them to innovate and create new products from waste streams.

**Capex and opex suppliers** We enter long-term supply contracts and work to ensure fair treatment in the supply chain.

**Communities** We use low-emission collection vehicles to limit the impact of operations on communities.

**Employees** We invest in safety and wellbeing, career development and leadership programmes.

**Regulators** We engage with them and give expert advice on processing difficult waste streams.

**Governments** We engage with them on the effects of changes in regulatory regime on sustainable operations.

**Investors** We address market trends and have processes to reduce the impact of adverse events.

**Lenders** We have regular, ongoing discussions with the relationship banking group.

 **For more about our stakeholder engagement, see pages 14 to 15**

# CEO's statement

Our new sustainability strategy will help us continue to tackle today's global environmental challenges, protect the earth's resources, enable the circular economy and reduce emissions



**Otto de Bont**  
Chief Executive Officer

When I took on the position of CEO in 2019, I did so with pride. Taking a leadership role in a company whose core purpose is so closely aligned to my own – to play a part in protecting our planet – was very meaningful to me. I am pleased to report that Renewi contributed to this purpose through the continuous improvement of our key sustainability objectives. Last year 64.7% of the waste we processed was recycled or prepared for recycling, and 25.9% was used as fuel for energy recovery. Through recycling and recovery, we play a key role in helping Europe reduce its carbon emissions, as production using secondary materials generates lower emissions.

Over the past 12 months, we have continued to invest in environmentally friendly trucks and today 48.5% of our fleet comprises Euro 6 vehicles. However, we continue to move towards a fleet that is even greener, with a goal to reach zero emissions through the use of electric trucks; in August 2020 our very first electric trucks will start collections in Amsterdam (see [page 29](#)).

## NEW BEGINNINGS

This year we are launching our sustainability five-year cycle. Our purpose, to protect the world by giving new life to used materials, remains the same, as does our vision to be the leading waste-to-product company. Our three sustainability pillars have also been further advanced in our new sustainability strategy. First, we will enable the circular economy

by turning the waste of our customers and our own waste into new raw materials and products. Second, we will reduce carbon emissions and waste, both within our business and beyond. And third, we care for people; we care for our 6,550 employees who have been recognised as delivering vital services to society. We care for our local communities and for our customers. An example where our commitment to care for people came to life was during the Covid-19 pandemic when we collaborated with a medical equipment supplier to collect used face-masks from hospitals, have them recycled through sterilisation, and return them for re-use by health workers – see [page 34](#). From these three sustainability pillars, we have developed six key objectives:

► **Turn our customers' waste into new products**

This reduces carbon emissions in supply chains and counteracts the depletion of the world's finite natural resources. The key metrics for this are the recycling rate and carbon avoidance level.

► **Be a leader in clean and green waste collection**

The collection of waste is essential and we aim to reduce the emissions of carbon, nitrogen and particulate matter that go with it, through the deployment of low- and ultimately zero-emission trucks, white-label collection and route optimisation.

► **Reduce the carbon impact of our operations**

By their nature, our operations reduce total carbon emissions elsewhere by returning materials for re-use. Nevertheless, we aim to



67.4%

Renewi's FY20 waste recycling rate

25.9%

In addition, 25.9% of waste processed was used for energy recovery



## CEO's statement continued

reduce our own energy consumption where we can and increase our use of renewable energy.

► **Positively impact our communities** In providing an essential service to our communities, as a regional champion of recycling and circularity, we seek to have a positive impact in the locations where we work by engaging closely with communities, supporting them and minimising any negative aspects of the work that we do.

► **Deliver people home safe and well, every day** Safety is our first value and we continue to strive to improve our accident rates and avoid all serious incidents. In addition, we wish to support the health and mental wellbeing of all our employees.

► **Make Renewi a more rewarding, diverse and inclusive working environment**

We continue to build an engaged workforce that draws on a wide range of backgrounds, and give all employees the opportunity to thrive and achieve their potential within our organisation. Each of these objectives has challenging targets set against them, which are detailed on [pages 24 to 35](#). Our commitment to deliver

on all six of the targets outlined above, and by the very nature of what we do on a day-to-day basis, means that Renewi aligns with six of the 17 United Nations Sustainable Development Goals (see more on [page 21](#)):

► **Good health and wellbeing** Keeping employees safe and well is a key objective, and we have the same responsibility to local communities.

► **Clean water and sanitation** One of our key treatment activities is cleaning waste water to make it available again.

► **Affordable and clean energy** We lower our carbon footprint by using renewable energy and also sell green energy produced on site.

► **Sustainable cities and communities**

We reduce our carbon and other emissions in waste collection in cities and urban areas.

► **Responsible consumption and production**

We enable the circular economy, so support responsible consumption and production.

► **Climate action** We take action to protect the climate by carbon avoidance and recycling waste instead of sending it for incineration or to landfill.

In addition, we continue our commitment with the UN Global Compact, the world's largest corporate sustainability initiative, and have integrated its Ten Principles into our sustainability approach (see Appendix, [page 53](#)).

### A POSITIVE IMPACT ON SOCIETY

For some time, Renewi has turned Europe's climate and environmental challenges into an opportunity to improve its sustainability. We have taken active steps towards cleaner and greener operations and continue to make secondary raw materials available for use by companies across a number of sectors, while our business purpose supports the European Green Deal.

Moving forward, we plan to extend our reach by producing and supplying higher-quality secondary materials, which will enable our customers to reduce their consumption of primary materials. We will partner with customers to help them take their circularity to a new level, and by doing so play a part in bringing the circular economy to life.

Of course, we are already investing significantly in the circular economy. For example, we're safely transporting asbestos-contaminated steel to Purified Metal Company, which will then convert the scrap into raw material for re-use in the steel industry (see [page 31](#)); we have a similar arrangement to transport plastic waste to chemical recycling specialists, who turn it into oil for the production of new plastic products.

We're also working to tackle the worldwide problem of mattress waste: in the Netherlands around 1.5 million mattresses are thrown away every year; Belgium discards around a million; in the UK this figure rises to about seven million; and,

in the US, almost 20 million. With limited mattress-recycling facilities, mattresses are too often sent to incineration, losing the precious materials they are made from and causing additional carbon emissions. For example, only about 20% of mattresses discarded in the UK are recycled. So we've invested in RetourMatras, helping this Dutch mattress-recycling company to increase its processing capacity, as well using our trucks and drivers to transport mattresses to its recycling facilities ([page 26](#)). And as this is clearly a problem beyond the borders of the Netherlands, there is the potential for Renewi to establish additional partnerships for mattress recycling internationally.

### ACTING RESPONSIBLY

I am grateful that we are in a position to act as a connecting link in the circular economy. Over the next 12 months and beyond, we will remain focused on making our own operations cleaner and greener by collecting waste using low-emission or zero-emission trucks, using white-label trucks without duplicating routes, making our buildings and operations more energy-efficient, and continuing to invest in advanced technology to produce the highest-quality secondary materials to support our customers in the production of sustainable products. I look forward to sharing our progress against our 2021 objectives in next year's Sustainability Report.

**"WE WILL HELP CUSTOMERS TAKE THEIR CIRCULARITY TO A NEW LEVEL, AND SO WE WILL PLAY A PART IN BRINGING THE CIRCULAR ECONOMY TO LIFE"**

**Otto de Bont**  
Chief Executive Officer

# Our sustainable business

Sustainability is at the heart of everything we do – and this includes our financials as well as protecting the environment and its people

**S**ustainability is our purpose and a core value. We seek to protect the planet by giving new life to used materials, and everything we do is focused on our vision to be the leading waste-to-product company. We are proud of our contribution to sustainability and our ambitious new objectives (see page 19) across the scope of environmental, social and governance (ESG) topics. This is rightly an area of increased focus and attention from investors, communities and governments and across the broad range of our stakeholders.

## EURONEXT LISTING

ESG was an important consideration in our recent listing on Euronext Amsterdam. Many investors have adopted the UN Principles for Responsible Investment and look to positive impact, green, ESG and sustainability focused investments such as Renewi. We are increasingly seeing our investor base coming from thematic funds dedicated to these principles, which themselves are expected to generate superior long-term investor returns.

## Strong S&P rating

In January 2020 we were awarded an ESG rating of 75 from S&P Global and its highest rating to date on the assessment of the environmental component. Its report (available at [renewi.com](http://renewi.com)) was published after detailed consultation with the company to understand our policies and the management focus



## Expert recognition for sustainability



### GREEN ECONOMY MARK

Given to companies with 50% or more of their total annual revenues from products and services that contribute to the global green economy.



### FTSE4Good

The FTSE4Good Index Series was created to measure the performance of companies that are able to demonstrate strong ESG practices.

### S&P Global Ratings

S&P assessed our ESG strategy and our preparedness for ESG risks and opportunities, and awarded us a score of 75/100.

on all ESG aspects. Given the reputation for independence of S&P Global's ratings, this is a distinguished recognition.

## FULLY GREEN-FUNDED

During FY20 we completed our transition to become entirely green-financed, encompassing all our core borrowing of bonds and loans. This followed the issuance of our latest green bond in line with our best practice perpetual Green Finance Framework, which applies the Green Bond and Green Loan Principles.

## Sustainability objectives

The Framework links Renewi's activity to the UN Sustainable Development Goals and we report against our key green performance indicators each year. Our main banking facility was one of the first RCFs to be green principles-based and to apply a pricing that varies directly with our sustainability performance, thereby aligning our sustainability interests with our relationship lending banks.

## AWARD-WINNING PERFORMANCE

Our dedication to sustainability and the green economy has been recognised with many industry awards, index inclusions, and several sustainability and sustainability finance awards.

## Carbon commitment

We were awarded the prestigious Green Economy Mark from the London Stock Exchange. In addition, our FTSE4Good inclusion and Level 4 certification with the Dutch CO<sub>2</sub> Performance Ladder demonstrate our commitment to reduce carbon emissions directly and more broadly in our sector.

# Engaging with stakeholders

From customers to communities, lenders to lawmakers, and of course our employees, we create value for stakeholders by understanding and addressing their priorities and concerns



## Waste-producing customers

### Their priorities

They're both sustainability- and cost-conscious. Operationally they demand good service that is on time, every time, and want us to be responsive and flexible to their needs.

### How we respond

We offer consulting services to improve their sustainability outcomes through collection points and separation. We provide a high-quality, responsive, cost-effective service, and invest in new sustainable solutions.

### SDG link



## Product customers

### Their priorities

Product specification and certainty of supply are key. At the innovation stage, they need input to judge technical feasibility and commercialisation. At full production scale, quality and consistency are key.

### How we respond

Our project teams bring expertise to product development. We ensure new product ideas are actualised. Production lines operate with modern manufacturing quality systems.

### SDG link



## Capex and opex suppliers

### Their priorities

Understanding our strategy, how their products fit our needs and how to create value with product innovations; creating long-term partnerships; knowing Renewi acts ethically to protect the environment.

### How we respond

We ensure fair treatment in our supply chains and innovate to deliver better waste collection, separation and treatment, and improve output and environmental impact.

### SDG link



## Communities

### Their priorities

They want essential services delivered consistently with minimal environmental impact. Environmentally conscious, they support climate transition and a circular economy, and want clean cities free of pollution.

### How we respond

Our white-label collection collaboration improves the environmental impact of our activities, we invest in zero- and low-emission collection vehicles and we organise community events.

### SDG link



## Employees

### Their priorities

Their daily work; reward, recognition and personal development; and a sound working environment with the best possible safety standards.

### How we respond

We invest in on-site and truck safety. Our Fit to the Finish scheme supports employee wellbeing (see page 33) and our LEAD programme teaches leadership skills. We're also investing in a talent organisation to open new growth routes to colleagues.

### SDG link



## Engaging with stakeholders continued



### Regulators

#### Their priorities

Meeting the permitted environmental standards; evolving standards; addressing topical concerns; responding to breaches appropriately.

#### How we respond

At ATM, our testing programme helped Dutch regulators reopen the thermally cleaned soil market. We support regulators with expert advice on handling and processing significant waste streams, such as nappies, and dealing with chemicals, such as PFAS.

#### SDG link



### Governments

#### Their priorities

Stimulating the circular economy through recycling and secondary products; meeting climate change targets; a clean environment with minimal pollution; using regulation to encourage the desired outcomes.

#### How we respond

We engage and advise on the impact of regulatory change on sustainable operations, so help shape legislation to ensure proposals are deliverable and benefit the circular economy.

#### SDG link



### Investors

#### Their priorities

Evaluating our current performance and future prospects, and comparative performance; understanding industry trends; lower risk; fewer exceptional events; lower debt levels.

#### How we respond

Clear reporting; clear processes to reduce the impact of adverse events; a sharpened focus, with fewer businesses and Divisions following disposals; reducing debt through portfolio management.

#### SDG link



### Lenders

#### Their priorities

The protection of and return on their capital invested in Renewi; intermediation of available financial products; reduce risks and manage market trends and leverage.

#### How we respond

Ongoing regular discussions with the relationship banking group; optimising debt facilities, including new issuance; implementing improved treasury management and cash pooling solutions.

#### SDG link





## EXPERT INTERVIEW

# “Let’s hurry up and beat this crisis”

Renewi talks to sustainability campaigner Maria van der Heijden about saving the planet with circularity and the need for speed to tackle the climate change emergency



**Maria van der Heijden**  
Director of MVO Nederland  
**Maria van der Heijden heads up MVO Nederland, an organisation that supports businesses and entrepreneurs across Europe to drive the circular economy and lobbies government to progress circularity and sustainability**

**Q** **What influenced you to campaign to protect the environment?**

**A** The influence of humans on the earth. All the kinds of things that more than seven billion people can do: extracting an enormous amount of raw material from the earth, polluting water, polluting the air – the behaviour that has had such an impact on the environment that we now have climate disruption, a climate crisis.

**Q** **Do you think governments are addressing citizens' concerns about climate change?**

**A** I think there are two issues here. First, politics is often for the short term – elections fairly frequently change who is in office, and then governments are not in charge for ever. But climate change and climate disruption need a long-term focus and long-term solution. The other issue is that often change can be slow for governments to enact. And we need to act quickly, as the climate crisis is on us now. There is a clear question of urgency, and we don't have much time to make

changes to safeguard our future. However, it is interesting that during the Covid-19 crisis, governments have moved quickly, they have shown courage to make rapid decisions. In fact, the outbreak has shown that we can quite quickly change our behaviour. I would ask that governments apply that same sense of urgency to climate change, and take the same level of control as they did with Covid-19. We can then make real progress.

**Q** **What laws would you introduce to better protect the planet?**

**A** The first priority is to change tax legislation. We have a tax system that is very much based on taxation of labour and not at all on taxation of raw materials and pollution. You would have to introduce much more of the taxation on extraction of, and use of, raw materials and pollution, so you make consideration of our impact on the climate visible in the tax system. This would result in people and business making different and better choices. Legislation must not be for the short term, as a

## Expert interview continued

result of purely political decisions, the decisions that go with elections and relatively short terms of power. We need laws that go beyond the life of particular governments, we need laws that are there for the generations to come. That's why we as an organisation often frame what we do and think, when considering an issue, in terms of: "Don't saddle your children, your grandchildren, with this mess."

### **Q How critical is the circular economy in combating climate change?**

**A** It is crucial. Environmental agreements can sometimes be too much about 'tonne-hunting', about limiting how many tonnes of CO<sub>2</sub> emissions are permitted, for example. Yes, that's extremely important and relevant, but circularity and circular processes are absolutely vital, because with them we create a different economy. We can more permanently change the way we conduct industry and the economy, the way we interact with

**“CIRCULARITY AND CIRCULAR PROCESSES ARE VITAL, BECAUSE WITH THEM WE CREATE A DIFFERENT ECONOMY AND WE CHANGE THE WAY WE CONDUCT INDUSTRY”**

the earth's resources, all for the better. So primary raw materials become more expensive than secondary raw materials, and the moment you re-use something, it's cheaper. Quite literally, the circular economy makes economic sense.

### **Q Do you think it's important for investors to fund companies that are sustainable?**

**A** Very important – because when you invest money, you hope to do so with a long-term perspective, and a circular, climate-neutral economy is about a long-term perspective and is itself a long-term prospect. Yes, there is also a short-term focus with some people; they ask: "What's the return this year?" But the circular economy is growing, it's a growing prospect undoubtedly, so you're investing in the future. But it's also important because money steers: as an organisation, we very much have our lobbying agenda on legislation, regulations and government, but we also direct our lobbying agenda towards



banks, pension funds and investors, because they have an enormous impact on that economy. There is a lot of money in our pension funds, so let's at least use that money well. Let's all use money for the right reasons. Let's invest in our future as well as for the future.

### **Q What role can waste management and recycling companies play in enabling the circular economy?**

**A** A vital one. To start with, we get the most circularity from that sector – waste and recycling. And also because companies like Renewi look at circularity in everything they do. They ask the right questions: "How can we re-use this discarded product, this waste? How can something be designed or made differently so it is circular?" They have also developed an incredible amount of knowledge and expertise that can be shared with other sectors, so partnerships can develop

the circular economy. But these companies can also use the expertise they've gathered to influence thinking. They should always be asking themselves where the opportunities are to change behaviour.

### **Q What are the challenges for companies?**

**A** Transparency is one. For example, in the supply chain, companies have to ask themselves: "What does our supply chain look like? Who are we getting our raw materials from? What exactly is happening in that chain – is it good for the environment?"

### **Q How can governments and businesses improve sustainability levels and advance the circular economy?**

**A** I think it's very important governments declare that they're 100% buying into circularity, and that circularity is their aim. Businesses will respond when they know this. Governments can stimulate circular thinking in business, and support companies working on circular innovation with subsidies and project co-investments.

### **Q What's your personal vision of a greener future for the planet?**

**A** I have a motto about shaping the future, because with the climate crisis we don't have much time to change for the better, to achieve sustainability. So I say: "Let's hurry up, hurry is good." The problem of climate change belongs to all of us, so my vision for the future is: "We are all in this together, so we have to change things together."





# Our new sustainability strategy

Renewi's future-facing strategy addresses the climate crisis and makes everything we do sustainable – from helping to drive the circular economy to minimising carbon emissions

Welcome to Renewi's clean, green future – enabled by a new sustainability strategy that drives everything we do: our business operations, relations with customers, how we interact with communities and governments, and how we look after the people we work with.

This strategy is so much more than a statement of intent to be sustainable. It is a practical action plan, supported by rigorous metrics, with a purpose that is wide-ranging. Indeed, the three main pillars, or themes, of our strategy articulate the scope of its aspirations: to enable the circular economy, to reduce carbon emissions and waste, and to care for people. These aspirations will be fulfilled by six objectives – for example, to help enable the circular economy by creating secondary materials instead of using natural resources, and take the lead in reducing the carbon impact of waste collection. But we are nothing without our people and communities; that's why caring for them is fundamental to this strategy.

The strategy is founded in Renewi's corporate purpose – sustainability – so it seamlessly supports the objectives of our new, enhanced business strategy: to be a leader in recycling and a leader in secondary material production, and selectively increase market share. It also recognises the urgency of the climate crisis and the importance of energy transition and circular solutions. We believe it is time to act. That is why our sustainability strategy is a future-facing plan of action. It demonstrates that we are acting today to sustain tomorrow.

## THEMES

The new strategy's themes power our plan to tackle the climate crisis – circular solutions, energy transition and reduced emissions – and to look after communities in wider society as well as our own people.

## OBJECTIVES

We set six objectives that are a practical translation of the direction set by our key themes. The progress of these objectives will be measured by a set of key performance indicators and metrics.

### Turn our customers' waste into new products

We want to enable the circular economy and drive waste away from incineration and landfill, turning it into new products and materials, and providing secondary raw materials that replace natural resources.

### Be a leader in clean and green waste collection

We want to take the lead in reducing the carbon impact and pollution caused by waste collection, with a focus on urban areas and cities.

### Reduce the carbon impact of our operations

We want to reduce carbon emissions from our waste processing and recycling activities on site and shift towards the use of renewable energy.

### Positively impact our communities

We want to be a positive force in communities by engaging in local projects, spreading our 'waste no more' message and reducing our negative environmental impact.

### Deliver people home safe and well, every day

We want to make sure people stay healthy and safe during their career at Renewi, both physically and mentally.

### Make Renewi a rewarding, diverse and inclusive working environment

We are committed to Renewi being a rewarding place to work – a place where people can develop themselves in an equal and inclusive environment.

## Our new sustainability strategy continued

### SUSTAINABILITY IN ACTION

#### 'Christmas' trees: a gift to the planet

Generous Renewi colleagues in the Benelux gave up their company Christmas box and spent the value of the gifts on a tree-planting project to support reforestation and tackle climate change – a cause close to our hearts.

The total donation, to the Trees for All Foundation, paid for 1,230 trees to be planted – half of them at Maarheeze in the Netherlands, and half in Uganda's Kibale National Park, helping to restore the rainforest there.

Ten billion trees are lost annually, damaging the environment and communities, so Trees for All has to date planted more than five million trees to help tackle the problem.

Planting these trees in Maarheeze and Kibale will generate a CO<sub>2</sub> compensation of approximately 300 tonnes over 50 years, which equals the annual electricity usage of more than 150 households. This donation also supported the Kibale community where 125 villagers are involved in a reforestation project, planting trees and working in the nurseries that grow them.

The tree-planting initiative articulates our mission to protect the planet and the pledges of our new sustainability strategy, to reduce carbon emissions and to care for people.

300

The Trees for All planting will give a CO<sub>2</sub> compensation of 300 tonnes – the annual electricity usage of over 150 households





# Supporting the UN on sustainability

Renewi's new sustainability strategy is aligned with the United Nations' Sustainable Development Goals for a greener, safer, better future

The United Nations has a plan for a better world and we share its vision to secure a greener, fairer future for all. In 2015, the 193 member states of the UN established the 2030 Agenda for Sustainable Development. In the Agenda are Sustainable Development Goals (SDGs) that underpin the UN's mission to bring the world together and eradicate poverty, fight inequalities and tackle climate change.

Businesses play a crucial role in achieving this, so our new sustainability strategy addresses society's most urgent challenges, as summarised in six of the SDGs which most closely reflect Renewi's sustainability ambitions. Here we outline how our activities contribute towards the UN's targets for each SDG.

# 250

Every year Renewi decontaminates enough waste water to fill over 250 Olympic-sized swimming pools



## GOOD HEALTH AND WELLBEING

**UN OBJECTIVES** By 2020, halve the number of deaths and injuries from road traffic accidents. By 2030, reduce the number of deaths and illnesses from hazardous chemicals, pollution and contamination.

**HOW WE CONTRIBUTE** We have a responsibility to our 6,550 employees and their families to keep them safe. We are also responsible for the safety and wellbeing of others – for example, those on the roads where we drive our trucks. In addition, by handling waste responsibly we avoid the threat it can cause to people's health.



## CLEAN WATER AND SANITATION

**UN OBJECTIVES** By 2030, improve water quality by reducing pollution; eliminate the dumping of and minimise the release of hazardous chemicals and materials; halve the amount of untreated waste water; substantially increase recycling and safe re-use.

**HOW WE CONTRIBUTE** One of our key activities is cleaning waste water and making it available again as water that is safe to drink. Each year, we do this by cleaning enough water to fill more than 250 Olympic-sized swimming pools.



## AFFORDABLE AND CLEAN ENERGY

**UN OBJECTIVES** By 2030, substantially increase the global share of renewable energy; double the global rate of improvement in energy efficiency.

**HOW WE CONTRIBUTE** Renewi's carbon footprint is in part caused by the use of non-renewable energy. And although we produce renewable energy from waste – which helps to offset our own carbon emissions – we are still aiming to lower the carbon impact of our energy use through an increased reliance on renewable energy, as well as become more energy-efficient in our operations.



## SUSTAINABLE CITIES AND COMMUNITIES

**UN OBJECTIVES** By 2030, reduce the adverse per-capita environmental impact of cities, including through paying special attention to air quality and municipal and other forms of waste management.

**HOW WE CONTRIBUTE** Renewi wants to be the leader in green and clean collection, and therefore have a positive impact on both the air quality and carbon emissions accompanied with waste collection. We also want to reduce stress on infrastructure that waste collection in cities and rural areas can cause.



## RESPONSIBLE CONSUMPTION AND PRODUCTION

**UN OBJECTIVES** By 2020, achieve the environmentally sound management of waste and reduce its release into the environment. By 2030, achieve sustainable use of natural resources; reduce waste generation through prevention, reduction, recycling and re-use; encourage companies to adopt sustainable practices and integrate this data from these activities into their reporting cycles.

**HOW WE CONTRIBUTE** Renewi wants to enable the circular economy and we see it as our purpose to do this by giving new life to used materials. This goal is central to what we do.



## CLIMATE ACTION

**UN OBJECTIVES** Integrate climate change measures into national policies, strategies and planning.

**HOW WE CONTRIBUTE** Renewi can and will have an impact on climate change by significantly reducing the use of fossil fuels in our operations, as well as by playing a key role in eliminating carbon emissions from the supply chain through recycling waste, instead of the waste ending up in an incinerator or landfill.

# “WE’RE PROUD TO BE PART OF THE GLOBAL EFFORT TO TACKLE CLIMATE CHANGE AND CREATE A CLEANER, GREENER FUTURE FOR US ALL”



**Otto de Bont**  
Chief Executive Officer  
We ask Otto de Bont about the urgency of acting on climate change and how, by enabling the circular economy, Renewi can help to tackle the crisis

**Q** **What, in your view, are the waste industry's most pressing environmental responsibilities today?**

**A** Today, our responsibility is to recycle and collect waste in the greenest way possible, which means recycling 64.7% of waste and minimising the release of CO<sub>2</sub> emissions in collection and recycling processes.

Tomorrow, we need to go beyond this. We need to work with municipalities and commercial customers to ensure that all waste is sorted and segregated at source, which will enable higher levels of recycling.

We also need to partner with more companies to help them reduce their waste streams and meet regulatory requirements, such as the Netherlands' Government-wide Programme for a Circular Economy, which includes operational goals for Dutch companies to reduce residual

waste streams by 50% by 2022 – although in other markets the timelines vary. The waste industry has a very real responsibility to prevent waste where possible, and to come up with innovative solutions to efficiently collect waste and transform it into secondary raw materials. This is a crucial step in building a circular economy, and here at Renewi we're proud to be playing our part in enabling it.

By recycling, the industry plays an active role in reducing global carbon emissions, as emissions released in the production of primary raw materials can be minimised by using secondary raw materials. In addition, when organic waste material is transitioned into gas by digestion, a biofuel with no additional CO<sub>2</sub> footprint is produced, which can be used as a replacement for fossil fuels. This also avoids landfill, and the release of so-called diffuse carbon emissions from landfill sites.

**Q** **Why do you think there is now such a sense of urgency in environmental issues?**

**A** The climate crisis is facing us now, and now is the time to act. In 2015 the European Commission launched the Circular Economy Action Plan, part of the European Green Deal, with a target to see the first real change delivered by 2022. This includes making sustainable products the norm in the European Union, and applicable to the widest possible range of products. It will look to introduce regulations to reduce carbon and environmental footprints, including: increasing the recycled content in products; enabling high-quality recycling; and restricting single-use products. The primary focus is on sectors that use most resources and where there's plenty of potential for circularity, such as electronics, batteries and vehicles, packaging, textiles, construction, food and plastics. And all of this by 2022 – that's not far away!

50m  
tonnes of electric and electronic waste are generated every year

## CEO Q&A continued

**Q Why is the circular economy so important?**

The principle behind circularity is to keep resources in use for as long as possible and extract the maximum value from them while in use, then recover and regenerate products and materials at the end of life. Why? Because the demand for raw materials is growing by the day. Today we need 34 times more raw materials to house, feed, clothe and entertain the world's population than we did in the 20th century. That is obviously not sustainable. It's for this reason that the circular economy, by keeping resources in use, is central to tackling the climate crisis and is behind everything we do. It's why one of the three pillars of our new sustainability strategy is 'enable the circular economy' (see [page 24](#)).

There are a handful of European countries leading the charge, and the Netherlands and Belgium, where our core business operations are, is among those. By 2022, for example, the Netherlands will require companies and organisations to cut their residual waste in half. This includes paper, cardboard, PMD waste (plastic bottles, metal packaging and drink cartons), glass and leftover food. By 2030, companies will be required to have cut their use of primary raw materials (mineral, fossil fuels and metals) by 50%. And by 2050, the Netherlands is committed to achieving 100% circularity by using fewer raw materials through smart design, longer-lasting products that are consciously used for longer periods and 100% recycling of waste.

To help realise these circular ambitions, the Dutch Government is making sweeping regulatory changes. During the last financial year (early in

2020), a foreign waste import tax was introduced to cut the volume of imported foreign waste coming in for incineration. During the next financial year, we expect the introduction of a CO<sub>2</sub> tax, targeted at industry and waste incineration, which should halve CO<sub>2</sub> emissions.

**Q If there was one thing in the world you could do to support climate change, what would it be?**

**A** Sir David Attenborough (pictured) was interviewed on British television in April 2020 and was asked a similar question. My answer is the same as his: "Stop waste. Stop waste of any kind. Stop wasting power, stop wasting food, stop wasting plastic." We have created a wasteful society and we urgently need to reverse that. Steps are being taken, but not fast enough. Since Renewi began, our slogan has been 'waste no more', and that is an aim we have followed ever since.

**Q What kind of innovation is Renewi using for the recycling of waste?**

**A** We're constantly working with tech providers, start-ups and universities to push technological innovation in recycling. Take nappy recycling, for example. It's estimated that across the European Union, more than 30 billion nappies are used each year. That amounts to around seven million tonnes of nappy waste going to landfill and incineration. In the Netherlands alone, 400,000 tonnes of them are sent to incineration every year. We've therefore entered into a partnership to explore ways to recycle disposable nappies and incontinence pads by separating out their plastic, cellulose and super-absorbent polymers for use in new products,



giving new life to these materials. Typical products include adhesives, waste bins, clothes pegs and bottle caps for cleaning products. Renewi plans to construct recycling plants in the Netherlands for this operation, and the first one is set to open in 2022. We expect 35,000 tonnes of nappies and pads a year to be recycled from this first plant.

According to the World Economic Forum, waste from electrical devices is the world's fastest-growing source of waste, with around 50 million tonnes produced each year. To help enable a circular economy, we're transforming this waste into

secondary raw materials for re-use. That's why our Coolrec business collects fridges from across Europe, dismantles them and separates the materials into different polymers, which are then converted into high-quality regranulate for use in the creation of new products (see [page 39](#)).

So through our partnerships and recycling processes, we bring life to materials that would otherwise have been discarded, either ending up in landfill or being incinerated. We're proud to be part of the global effort to tackle climate change and create a cleaner, greener future for us all.



# Enable the circular economy

Helping to drive circular activities and turn waste into secondary raw materials and products is central to our mission to be the world-beating waste-to-product company

## OBJECTIVES

► Turn our customers' waste into new products

**O**ur purpose is to protect the world by giving new life to used materials. We recognise the value of waste: we collect it and make something new out of it. We take a precautionary approach to environmental challenges. Turning residual materials into secondary raw materials helps protect the world's natural resources and preserve the planet for future generations. This puts us at the heart of the circular economy and creates value for our stakeholders.

That's why one of the three central themes of our new sustainability strategy, working together with our enhanced business strategy, is to 'enable the circular economy'. The business strategy also affirms our support for the circular economy: two of its main objectives are for Renewi to be a leader in recycling and in secondary material production.

Our purpose is entirely in step with developments in the countries where Renewi operates and beyond: 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 more businesses are taking sustainability seriously and realise that they should be contributing to society. Much more needs to happen, however, to tackle the big challenges the world is facing. Large businesses play an important role here

and need to upscale and accelerate changes in their production, sourcing and output.

We also need a wider system change towards an economy driven by purpose and profit. For that, we need active co-operation between business and industry, politics, science and the public. We're helping customers design their products, to make it easy to extract materials for re-use or recycling at the end of a product's life. We also help them develop circular business models, so scarce materials stay within the chain for as long as possible. In this way, we want to enable the circular economy.

## TRANSFORMING WASTE INTO NEW PRODUCTS

The single focus of our sustainability strategy's 'enable the circular economy' theme is to turn our customers' waste into new products, and by doing so avoid carbon emissions, because today's waste materials are tomorrow's resources. After products have been used for as long as possible, valuable raw materials must be brought back into the product value cycle. More businesses look to us for advice on circular practices – on how, for example, their own used materials can be used again for new products, or how they can make their own procurement practices more circular. By giving guidance, we promote environmental responsibility within our supply chain and in society as a whole.

We prioritise waste recycling over energy recovery or landfill disposal for all waste we receive.



75%  
Our recycling rate objective for 2025

275  
kg CO<sub>2</sub> per tonne of waste: our 2025 carbon avoidance target

We plan to divert more residual waste from energy recovery to recycling solutions in the future. We do this first by communicating with our upstream clients, encouraging them to sort and separate their waste streams so that we can provide the highest recycling output. One example is our commercial PMD (plastic bottles, metal packaging and drink cartons) collection. Our Commercial Waste Division in Belgium and the Netherlands deploys part of its own sorting and recycling operations for paper, cardboard, wood, plastics, metals, and construction and demolition waste. We have partnerships with other recyclers to make sure that we can offer our customers the solutions that are best suited to their waste streams. Specific recycling activities for glass, electric and electronic waste, and hazardous waste are clustered within our Specialities and Mineralz & Water Divisions.

More and more low-quality residual waste gets a new life instead of being incinerated – and we invest in innovative technologies and business

## SDG LINK





## Enable the circular economy continued

models for circular products, placing them into markets where their sustainability benefits can be maximised. For example, with IKEA we have invested in Dutch company RetourMatras, which transforms old mattresses into secondary products, so it can expand its recycling operations (see [page 26](#)); we have an exclusive delivery partnership with Purified Metal Company, which decontaminates waste steel for re-use in construction (see [page 31](#)); we have a similar arrangement to pre-treat and deliver waste plastic to chemical recycling specialists, who transform it into oil that can be used to make new plastic products. Waste streams that can't be recycled are given a useful purpose as high-quality fuel products, such as refuse-derived fuel (RDF) or solid recovered fuel (SRF), biomass fuels and Renewi's ICOPOWER® pellets. We also expect the amount of waste in landfill to reduce further as more landfill sites are decommissioned.

### CARBON AVOIDANCE FROM RECYCLING AND RECOVERY

Our recycling and recovery activities also have a carbon avoidance benefit. By recycling materials and making them available as secondary raw materials, the use of primary raw materials is avoided. By doing so, less carbon is emitted in the life cycle of these materials – hence carbon avoidance in the supply chain of products made from these materials. When waste is used as fuel, carbon emissions that would occur by using fossil fuels are partly avoided. We turn landfill gas into electricity at our biggest landfill sites, reducing the release of carbon emissions (CO<sub>2</sub> and methane). These emissions should decrease as less landfilling takes place. Our sustainability objective here is measured by three metrics: recycling rate, carbon avoidance and innovative secondary materials we produce – each with a target for 2023 and 2025. See below for full details.

**35,000**

tonnes of nappies and incontinence pads are set to be recycled annually in our new recycling plant (right)

**1m**

ATM aims to process one million tonnes of soil each year into gravel, filler and sand

### SUSTAINABILITY IN ACTION

#### A happy ending for waste

Renewi is planning to start changing nappies into valuable raw secondary materials. Initially we plan to recycle 35,000 tonnes of nappies and incontinence pads every year. For the operation, Renewi plans to build recycling plants in the Netherlands, the first of which is set to open in 2022.

The resulting materials – cellulose, plastics and super-absorbent polymers – will be sold to industry. They can be used to make a wide variety of products. Cellulose can be used in adhesives, bioplastics and cat litter. The plastics are useful materials for items such as waste bins, clothes pegs and bottle caps for cleaning products. Super-absorbent polymers can be used to manufacture flood barriers.

During the recycling, the nappies and pads undergo sterilisation in a steam autoclave, in a process that kills off any harmful pathogens. They are then shredded, and the resulting secondary materials separated.

The new business will help tackle the environmental challenge of discarded nappies and incontinence pads – 400,000 tonnes of them are sent to incineration every year in the Netherlands. Creating these secondary materials by recycling, instead of incinerating them, saves carbon emissions at the rate of 500kg per tonne of waste.



### Enable the circular economy – our metrics and targets

OBJECTIVE	METRIC	FY20 BASELINE	FY23 TARGET	FY25 TARGET
<b>Turn our customers' waste into new products</b>	<b>Recycling rate</b> (% of total waste handled)	<b>65%</b>	<b>70%</b>	<b>75%</b>
	<b>Carbon avoidance</b> (kg CO <sub>2</sub> per tonne waste handled)	<b>257</b>	<b>266</b> (+8%)	<b>275</b> (+15%)
	<b>Innovative secondary materials produced</b> (tonnes)	<b>200,000</b>	<b>750,000</b>	<b>1 million</b>



## Enable the circular economy continued

### SUSTAINABILITY IN ACTION

#### Mattresses make circular dreams a reality

We are helping to recycle millions of old mattresses into furniture filling, gym floors and more as part of our vision to be the leading waste-to-product company. Our investment in RetourMatras, which creates secondary products by recycling mattresses, has allowed the firm to significantly expand its capacity to process them.

RetourMatras already has two plants in the Netherlands, which recycle 600,000 mattresses each year. This joint investment by Renewi and Ingka Group enables RetourMatras to build a third recycling plant, in Zeeland, and increase annual processing capacity by more than 50%: now one million mattresses a year can be recycled across the three locations, which goes a long way to tackling the Netherlands' waste mattress problem – around 1.5 million mattresses are thrown away there every year.

RetourMatras removes metal parts, textiles and foam from the mattresses, which are used as secondary products in sports mats, gymnasium floors, soft playground surfaces

and furniture filling. Around 90% of the mattress materials can be recycled, and the remaining 10% are used to create energy. All of which means a contribution to the circular economy that we can be proud of.

Renewi's investment was accompanied by a similar one made by Ingka Investments (part of the Ingka Group, which includes the 12 IKEA stores in the Netherlands).

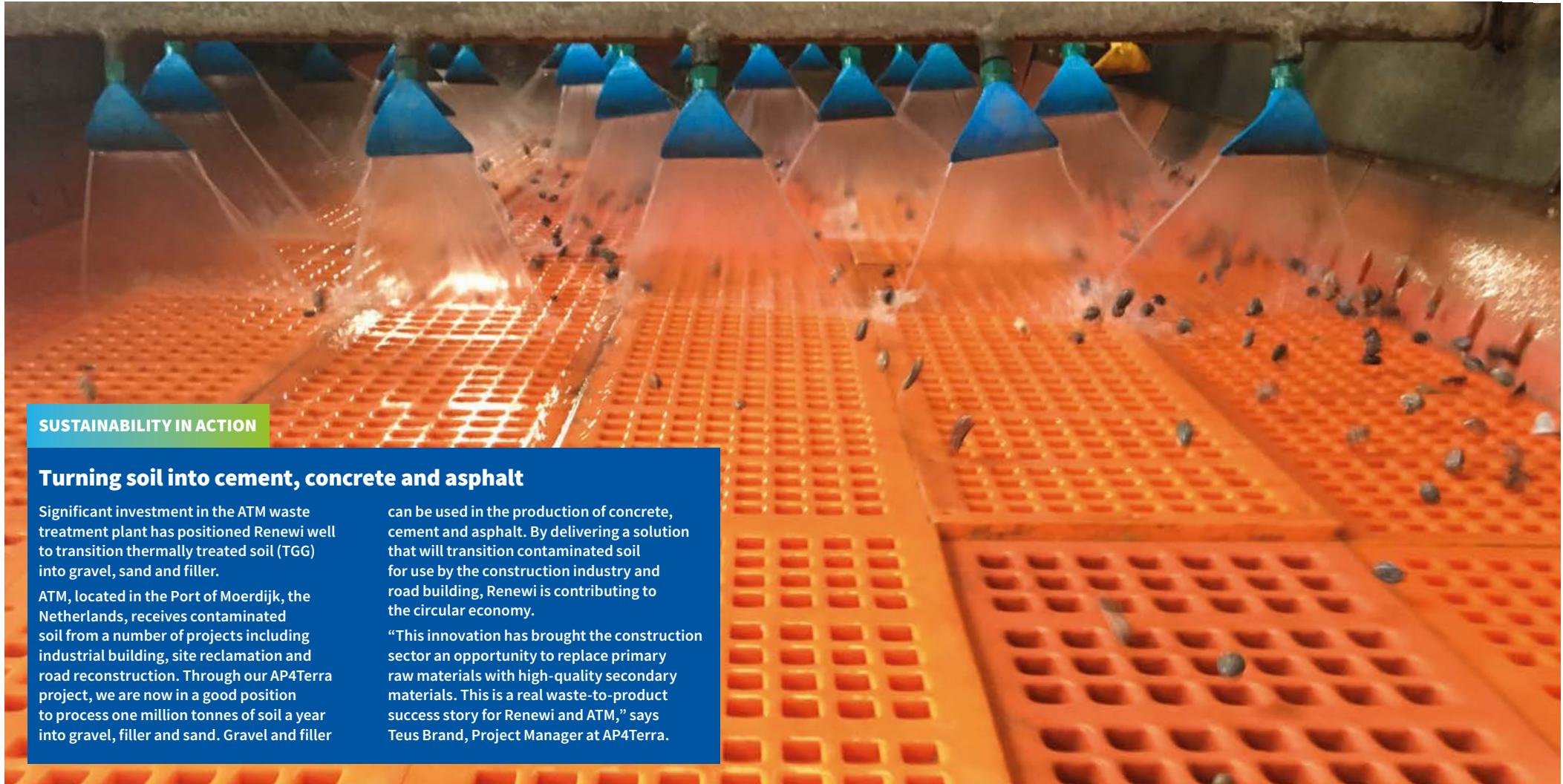
Our involvement is, however, more than financial. Our Renewi trucks will be transporting containers of up to 100 discarded mattresses at a time, from hotels, care homes, cruise ships and government-owned accommodation, to RetourMatras. Repurposing one 40m<sup>3</sup> container of mattresses, rather than incinerating them as waste, saves 533kg of CO<sub>2</sub>. For RetourMatras's recycling output of one million mattresses a year, this means a CO<sub>2</sub> saving of 48kg of CO<sub>2</sub> equivalent per mattress annually. As Renewi CEO Otto de Bont puts it: "This collaboration fits perfectly with our role as a connecting link in the circular economy."

**"THIS COLLABORATION FITS PERFECTLY WITH OUR ROLE AS A CONNECTING LINK IN THE CIRCULAR ECONOMY"**

**Renewi CEO Otto de Bont**



## Enable the circular economy continued



### SUSTAINABILITY IN ACTION

#### Turning soil into cement, concrete and asphalt

Significant investment in the ATM waste treatment plant has positioned Renewi well to transition thermally treated soil (TGG) into gravel, sand and filler.

ATM, located in the Port of Moerdijk, the Netherlands, receives contaminated soil from a number of projects including industrial building, site reclamation and road reconstruction. Through our AP4Terra project, we are now in a good position to process one million tonnes of soil a year into gravel, filler and sand. Gravel and filler

can be used in the production of concrete, cement and asphalt. By delivering a solution that will transition contaminated soil for use by the construction industry and road building, Renewi is contributing to the circular economy.

"This innovation has brought the construction sector an opportunity to replace primary raw materials with high-quality secondary materials. This is a real waste-to-product success story for Renewi and ATM," says Teus Brand, Project Manager at AP4Terra.



# Reduce carbon emissions and waste

The sustainability strategy also focuses on improving our customers' carbon footprint and our own wherever we operate – on site and on our trucks

## OBJECTIVES

- ▶ Be a leader in clean and green waste collection
- ▶ Reduce the carbon impact of our operations

**T**ime is running out for us to change the way we live. Our climate is on the verge of changing irreparably, with enormous consequences for our wellbeing – indeed, our very existence. In addition, the ongoing destruction and pollution of natural habitats turns our world into a hostile place to live for a lot of species, including our own. As a company, our purpose is wholly aligned to being a part of the solution: reducing carbon emissions through the re-use of secondary materials and reducing contamination in our ecosystems.

Our business model is oriented around sustainability by improving the carbon and waste footprint of our customers, and naturally we carefully consider our own environmental impact and behaviour. But we face challenges: our waste collection is performed by a fleet of diesel trucks which, while complying with European emissions standards, also send nitrogen and particulate matter into the air, as well as using carbon. The collected waste is then stored or treated at our sites – activities that use energy, mostly electricity.

Moreover, some of the waste treatment activities also cause direct-process carbon emissions. In addition, events such as fires and environmental spills can cause unwanted emissions of substances to soil, water and air. This is why we have identified 'reduce carbon emissions and waste' as one of the three pillars of our new sustainability strategy.

So while we strive to maximise the carbon avoidance benefit in our value chain,

simultaneously we want to reduce our own environmental impact and carbon footprint as much as possible – and make sure our emissions to soil, water and air stay well within the legally permitted boundaries. We have identified three areas of improvement:

## WASTE COLLECTION

Collection remains an important part of our activities, and we need to reduce its carbon, nitrogen and particulate matter emissions. Thus our objective here is to be a leader in clean and green waste collection. Looking forward, we expect our collection fleet to become smaller and cleaner.

Given the public focus on nitrogen deposition because of environmental and health concerns, the

25%

**The 2025 target for the share of renewable energy used on site**

9.42

**kg CO<sub>2</sub> per tonne of waste handled is the 2025 target for the carbon intensity of Renewi sites**

conversion of the fleet to Euro 6 emission standards – the highest in Europe – is itself an important goal, one for which we already have publicly declared targets. But we want to take this a step further and focus on zero-emission vehicles (ZEVs) for waste collection in inner cities, although this presents a greater challenge both operationally and financially.

Our current research and development on this issue is limited, so we are stepping up our engagement with the major vehicle manufacturers to ensure that we are at the front of the queue for prototypes to test. In fact, our first zero-emission electric collection trucks take to the roads in Amsterdam in August 2020 (see [page 29](#)). We will also develop a lobbying and marketing strategy to ensure that the roll-out of ZEVs is either mandated or subsidised by customers and government.

Next to growing the number of clean, Euro 6 standard trucks or ZEVs in our fleet, we are continually optimising our collection routes, reducing the number of kilometres driven. Additionally, white-label collection trials are under way for many inner-city customers. These use non-branded trucks operated by multiple waste management companies, reducing urban traffic and kilometres driven as well. Our objective to be a leader in clean and green collection is measured by three metrics, all with 2023 and 2025 targets: carbon intensity of collection, share of clean-emission trucks, and number of zero-emission trucks. See [page 30](#) for full details.



## SDG LINK





## Reduce carbon emissions and waste continued

Besides these strategies, other projects are also expected to have the potential to positively impact the carbon reduction of waste collection. Among these are the revitalisation of our eco-drive programme, and researching the use of alternative fuels such as bio-LNG and hydrogen.

### SITE OPERATIONS

Secondly, our aim is to reduce the carbon impact of our operations. Carbon and energy use are inextricably linked. For most organisations, carbon sustainability means energy use reduction and efficiency. For us the situation is more complex. Our main goal is to move our activities up the waste hierarchy ladder, creating more secondary products from waste. But the higher up we move, the more energy we will need for operating plants and machinery, and for on-site transport. This is the same whether energy use is considered overall, or as an intensity ratio such as per tonne of waste managed.

While recycling and recovery activities have a carbon avoidance benefit (see [page 25](#)), we acknowledge the need to reduce the carbon impact of our own operations as much as possible – hence its importance in our sustainability strategy. We want to achieve this mainly by investing in renewable energy production at our sites, displacing fossil energy use. We are investing in solar panel roofs, and are investigating the placement of wind turbines at our sites. Where this is not sufficient, we will purchase green energy. For this we aim to collaborate with frontrunner green energy providers.

Another area of development is the electrification of our company car fleet. Renewi managers need



### SUSTAINABILITY IN ACTION

#### Electric trucks – a breath of fresh air

New emission-free electric trucks take to the roads in summer 2020 in our mission to lead the way in cleaner, greener collection operations. Renewi's Commercial Waste Netherlands Division has invested €700,000 in two Volvo FE Electric 6x2 electric trucks – our first – for industrial waste collection in Amsterdam. This puts Renewi ahead of the curve regarding future environmental regulations: Amsterdam's Clean Air Action Plan will only allow emission-free vehicles in built-up areas of the city from 2025, with even wider restrictions by 2030.

And with the likelihood of a growing number of zero-emission areas in the Netherlands, we are gaining important early experience of

collecting waste with electric vehicles. Each 27-tonne truck has four 50kW lithium-ion batteries. These are powered up overnight or with DC fast charging, and during braking, making the vehicles very suitable for urban collection. Commercial Waste Netherlands' fleet of 1,385 vehicles is impressively green; 48.5% of the Group's trucks meet the highest emissions standard – Euro 6. All trucks we buy are second-generation Euro 6s.

Renewi is looking at using DAF hydrogen-electric trucks, which efficiently store energy, enabling greater range. "We believe in sustainable trucks," says Commercial Waste Netherlands Asset Manager Adrie van Duyvenboden, who manages the Volvo truck project. "We see them as the future."



## Reduce carbon emissions and waste continued

to travel between our sites, many of which are remotely located, far from public transport hubs – hence the need for company cars. Renewi has a fleet of about 800 cars, so the carbon impact is considerable. That's why we encourage the use of electric and hybrid cars (fuelled by green energy). We have therefore made arrangements with lease car suppliers and are also going to increase the number of charging stations at our sites. This second objective, to reduce the carbon impact of our operations, is also measured by three metrics with 2023 and 2025 targets: carbon intensity of our sites, share of renewable energy used on site, and share of hybrid or full-electric company cars. See right for details.

Although we have identified energy efficiency as a challenging area for improvement, we will continue to invest in this. We have already conducted independent, external energy efficiency audits at our largest plants, and continue to pursue the outcomes and recommendations. Examples include replacing traditional lighting with LED lights, improving the energy efficiency of our static and mobile plant, and replacing diesel motors and aggregates with efficient electrical ones. We will also promote efficient energy use behaviour.

### RESIDUAL WASTE ON SITES AND SITE ENVIRONMENTAL IMPACT

Finally, our purpose, vision and strategy also oblige us to practise what we preach. And that includes eliminating or reducing residual waste at our sites, and limiting the environmental impact the sites have. We have set in motion some 'just do it' actions to demonstrate that we intend to shift gear on our own waste footprint:

- ▶ End the use of single-use plastics on our sites: not selling or providing drinks in disposable PET bottles and replacement of plastic coffee cartons with recyclable paper ones.
- ▶ Improve and make our own recycling policy consistent across all sites, reducing the amount of residual waste and sorting organics, PMD (plastic bottles, metal packaging and drink cartons), paper and cardboard, among other items. We also continually focus on avoiding environmental impacts from fires and spills. This area is also highlighted in more detail in our Care for people section on [page 35](#).

**i** **See pages 37 to 39 for our waste handling and emissions reduction performance, and the outlook for future activities**

**"WE WANT TO REDUCE THE CARBON IMPACT OF OUR OPERATIONS BY INVESTING IN RENEWABLE ENERGY"**

### Reduce carbon emissions and waste – our metrics and targets

OBJECTIVE	METRIC	FY20 BASELINE	FY23 TARGET	FY25 TARGET
<b>Be a leader in clean and green waste collection</b>	<b>Carbon intensity of collection</b> (kg CO <sub>2</sub> per tonne of waste collected)	<b>10.04</b>	<b>9.50</b> (-5%)	<b>&lt; 9</b> (-10%)
	<b>Share of clean-emission trucks</b> (% Euro 6 trucks of total fleet)	<b>48.5%</b>	<b>75%</b>	<b>100%</b>
<b>Reduce the carbon impact of our operations</b>	<b>Zero-emission trucks</b> (number)	<b>0</b>	<b>20</b>	<b>65</b>
	<b>Carbon intensity of our sites</b> (kg CO <sub>2</sub> per tonne of waste handled)	<b>10.47</b>	<b>&lt; 10</b> (-5%)	<b>&lt; 9.42</b> (-10%)
	<b>Share of renewable energy used on site</b> (% renewable electricity of total electricity use)	<b>About 15%</b>	<b>20%</b>	<b>25%</b>
	<b>Share of hybrid or full-electric company cars</b> (% (PH)EV vehicles of total fleet)	<b>12.5%</b>	<b>30%</b>	<b>40%</b>



## Reduce carbon emissions and waste continued

### SUSTAINABILITY IN ACTION

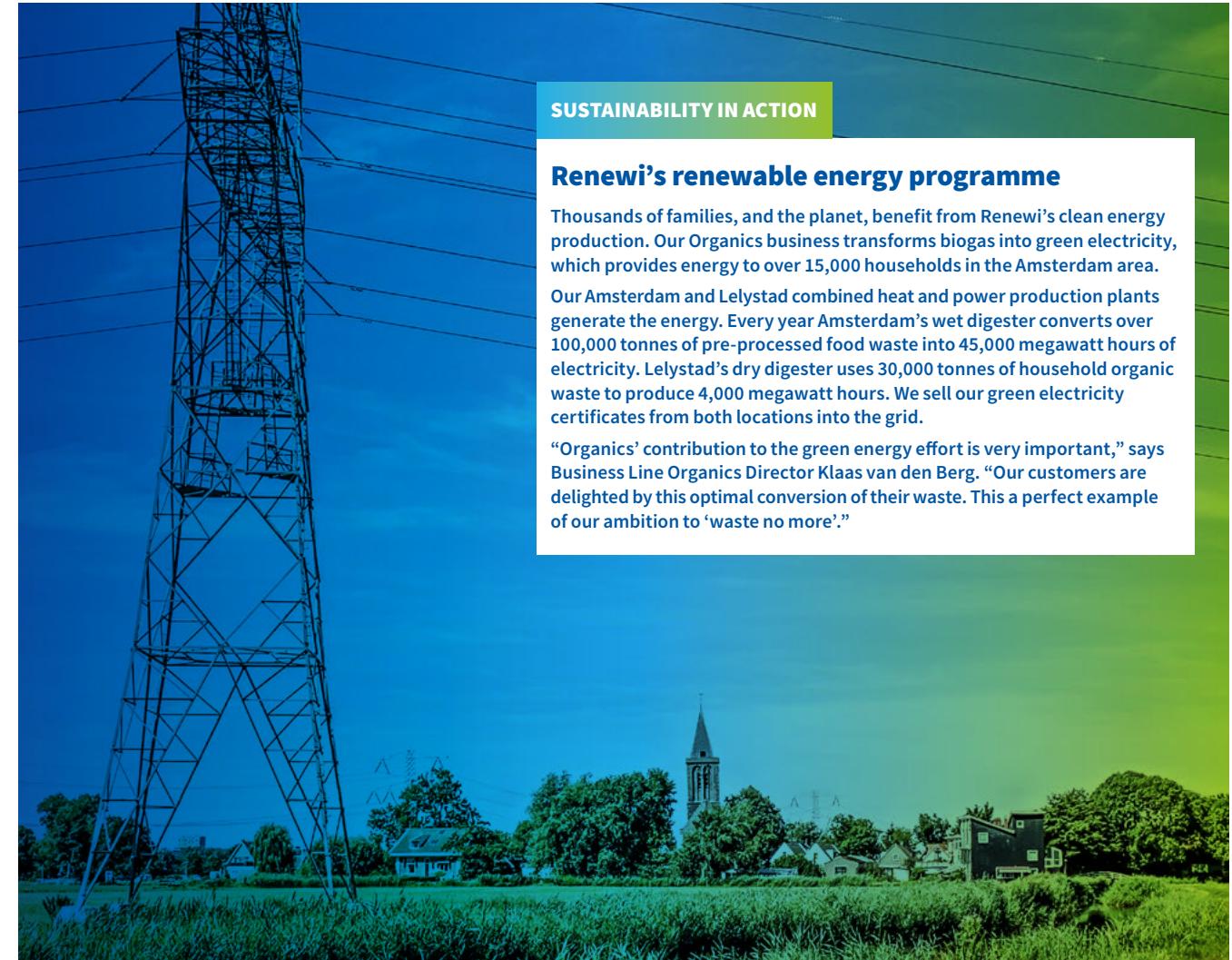
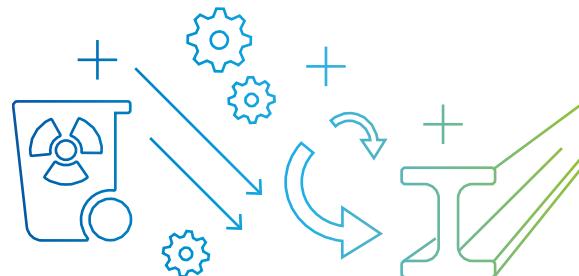
#### Recycled steel to build the circular economy

We are helping to keep the environment clean and safe with an exciting new programme to recycle asbestos-contaminated steel. Renewi has an exclusive agreement to transport the scrap to Purified Metal Company (PMC), which will convert it into a premium raw material for the steel industry.

At its plant in Delfzijl, the Netherlands, opening in August 2020, PMC will separate the pollutants by heating the steel to at least 1,500°C, destroying asbestos and other hazardous contaminants such as chromium 6 and mercury. The clean steel is poured into 'purified metal blocks' for re-use in the steel industry.

PMC will recycle around 150,000 tonnes of contaminated steel annually, which Renewi will collect from demolished industrial sites, decommissioned ships and office buildings. For every block produced, the equivalent weight in CO<sub>2</sub> is saved – far greener than iron ore-based steel production. The non-hazardous slag resulting from the process can be used in the construction of roads and buildings.

This recycling method stops contaminated steel going to landfill and creating an environmental hazard for future generations. The PMC partnership supports our sustainability strategy: to enable the circular economy and reduce carbon emissions and waste.



### SUSTAINABILITY IN ACTION

#### Renewi's renewable energy programme

Thousands of families, and the planet, benefit from Renewi's clean energy production. Our Organics business transforms biogas into green electricity, which provides energy to over 15,000 households in the Amsterdam area.

Our Amsterdam and Lelystad combined heat and power production plants generate the energy. Every year Amsterdam's wet digester converts over 100,000 tonnes of pre-processed food waste into 45,000 megawatt hours of electricity. Lelystad's dry digester uses 30,000 tonnes of household organic waste to produce 4,000 megawatt hours. We sell our green electricity certificates from both locations into the grid.

"Organics' contribution to the green energy effort is very important," says Business Line Organics Director Klaas van den Berg. "Our customers are delighted by this optimal conversion of their waste. This is a perfect example of our ambition to 'waste no more'."



# Care for people

Our sustainability strategy commits to keeping people safe, making Renewi a rewarding place to work, and having positive relationships with our communities

## OBJECTIVES

- ▶ Deliver people home safe and well, every day
- ▶ Make Renewi a rewarding, diverse and inclusive working environment
- ▶ Positively impact our communities

## SDG LINK



Ensuring colleagues are healthy, happy and safe at work is a key aim of the 'care for people' pillar of our sustainability strategy. It also aims to make Renewi a rewarding workplace, where a diverse workforce feels included and valued. This overview of the past year shows that as we developed our strategy, we were helping our people to thrive.

## RENEWI PEOPLE

Our people are core to our success. Every day our front-line teams keep communities and businesses waste-free by collecting waste and bringing it to our operating sites. Colleagues on site ensure collected waste is separated and stored for recycling. Innovative teams create new ways to get value from waste. This may occur at Renewi, where we convert thermally treated soil into gravel, sand and filler at our ATM plant (see page 27). We may also partner with other innovative companies. For example, we have invested in a Dutch company that recycles old mattresses into secondary materials (see page 26).

## HELPING OUR PEOPLE THRIVE

As our business develops, so too should our people. We work with our leaders to give them the tools to take Renewi into the future. Over the past year, we rolled out a new leadership programme. Through this training, 139 leaders in the Netherlands learned

about how to be role models. They will live our Renewi values and promote them to their teams. They will also provide direction by translating our strategy, creating a vision for their teams, and developing them by drawing on their diverse strengths. Another 90 leaders in Belgium and the UK will undertake this training in FY21.

In FY20 we changed how we listen to our people. We used to conduct one lengthy people survey a year. Last year, we introduced multiple shorter surveys that give leaders more frequent, real-time insight into what is important to employees, and to make it easier for managers to create a plan to increase engagement in their team. By listening and acting, we aim for improved employee satisfaction, greater productivity and better retention rates, and to put ourselves in a stronger position to recruit.

## Balancing our workforce

Attracting and retaining talent is a priority. Balancing our ageing workforce with young talent remains key to our future success. As our business evolves, we are moving from a history of waste management towards a future focused on recycling and the production of secondary raw materials. We will find it easier to attract recruits from all walks of life into our business, as people increasingly choose to work in companies that make a difference to society and the world: each year we have more success



## 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

### HOW WE ACT



#### Accountable

Do what we say we'll do



#### Innovative

Do it better every day



#### Customer-focused

Add value for our customers



#### Sustainable

Make a daily difference to our planet



#### Together

Always open and respectful



## Care for people continued

in attracting bright young graduates – from engineers to computer scientists, financiers to marketers.

### Ethics, compliance and people

One of our sustainability strategy ‘people’ objectives is to make Renewi a rewarding, diverse and inclusive working environment, and we can now state with pride that we employ a diverse workforce. Each is attracted by our code of conduct, which prioritises a safe and healthy work environment, diversity, equality, non-discrimination and accountability.

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, to bargain collectively and to engage in peaceful assembly. Employees and their representatives are able to openly communicate and share ideas and concerns with management about 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 it with workforce reporting.

Our UK trading entity, Renewi UK Services Ltd, is obliged to disclose annual male and female pay details under UK gender pay gap reporting legislation. While we employ more men than women, our female employees are concentrated in non-manual support, and managerial roles are typically paid more than the broader-based manual roles (23% of our senior managers are female). Our overall



### SUSTAINABILITY IN ACTION

#### Care for colleagues' health and happiness

In 2019 Renewi engaged in programmes to support and help improve employees' physical and mental health in the UK and Benelux. Colleagues at Renewi's UK offices took part in Mental Health Awareness Week in May, which included a psychologist-led session on mindfulness, outdoor games and activities. We also promoted our 24-hour mental health support helpline and the Renewi YOU portal, an online platform with an area on mental health. Renewi YOU features videos on anxiety, sleep techniques and advice on money management. “We gave colleagues an environment in which to talk and highlighted the fact that mental health issues are experienced by many people,” says Renewi UK Training Co-ordinator Angela Banks.

In Belgium, colleagues competed in the Global Challenge programme, which encourages people to boost their physical and psychological wellbeing with an active lifestyle.

Commercial Waste Netherlands launched the Fit to the Finish health programme, with six key themes: exercise more, no smoking, no alcohol, eat healthy food, relax and better sleep. The programme has a range of healthy activities. We now have plans to expand Fit to the Finish into the UK and Belgium. “We want to keep our employees healthy because we value them, and want them to have a healthy, happy life,” says Marjet van Vroenhoven, Manager Health Management. “And colleagues who are fitter and happier contribute to Renewi’s success.”



## Care for people continued

pay gap is not significant, but we must continue to address the gender balance across the business.

While we do not operate in higher-risk countries, we uphold the principles in the United Nations Universal Declaration of Human Rights and subscribe to the UN Global Compact (see [page 53](#)). We respect our employees' human rights. We support the rights of the child and don't employ anyone under 16. We consider the rights of other young people relative to their work and don't employ anyone under the age of 18 in operational roles. We have a policy to combat the possibility of human trafficking and slavery in our business and supply chain – see our Modern Slavery Statement at [renewi.com](http://renewi.com).

This objective is tracked by three metrics: employee engagement, employee development, and women in higher management. These metrics (and all others in this section) have 2023 and 2025 targets. See [page 35](#) for more information.

### NURTURING WELLBEING

Safety is a top priority for Renewi. It is essential we get our people home safely each day, and this is a key objective of our sustainability strategy. In FY20 we rolled out a new safety culture initiative: as a result, the number of incident reports made by colleagues increased by 67%, showing raised risk awareness and employee engagement. We also prioritise wellbeing. Our Fit to the Finish programme and our online platform Renewi YOU ([page 33](#)) support colleagues to improve their fitness, wellbeing and health to reduce levels of sickness.

We will use these objectives to help monitor what is important to our people: greater-than-three-day accident rate, safety training, employee mood, and healthy at work rate (see [page 35](#)).

### ENABLING POSITIVE CHANGE

Renewi is on a journey to become the leading European waste-to-product company. To achieve this goal, our business continues to evolve, and change remains a constant. It is therefore important to bring our people on the change journey with us.

For example, in the past financial year we created Renewi 2.0, a three-year programme to simplify Renewi's overhead, to improve our customer experience, to increase employee satisfaction and to deliver cost benefits. To help leaders deliver change effectively, we will continue to provide change-management training and support change through internal communications. We have also pledged to harmonise our reward structure to remunerate our people fairly and transparently. In the past year, we worked closely with a Central Union delegation in Belgium and the Central Works Council in the Netherlands to harmonise blue collar pay. In FY21 we will complete the harmonisation of white collar pay across the Group and in the Divisions.

### COMMUNITY

Being a positive force in communities is also a fundamental part of our sustainability strategy's 'care for people' pillar. As well as ensuring we minimise the environmental impact of our operations, we take part in community engagement projects and spread the message of 'waste no more'. This objective is tracked by these metrics: community engagement projects, community feedback, and community impact events. See [page 35](#) for more details.

# 180

We plan to run 180 community projects every year

# 2

The maximum number of substantiated complaints per site we aim to receive annually

### SUSTAINABILITY IN ACTION

#### Protecting healthcare heroes

Courageous Renewi colleagues supported health workers battling to save lives in the Covid-19 crisis by delivering protective face-masks to hospitals. Despite the dangers, our people stayed calm and professional as they collected used masks from hospitals and nursing homes in the Netherlands, and took them to a sterilisation centre to be made safe again. Renewi truck teams delivered thousands of sterilised masks back to medical centres every day.

The operation was a collaboration between Renewi and medical equipment supplier Van Straten Medical/GreenCycl, which manufactures, repairs and sterilises surgical instruments. Our Commercial Waste Division set up the transportation operation in April 2020, to tackle the shortage of face-masks following the Covid-19 outbreak. Renewi logistics colleagues followed strict safety procedures when collecting and handling the masks, to ensure no risk of infection with Covid-19.

The teams collected containers of used masks and took them to the Van Straten Medical/GreenCycl facility in De Meern-Utrecht for sterilisation. There the company has a capacity to handle 48,000 masks a day, sterilising

them at 121°C to deactivate any virus present. This method follows tests by the Delft University of Technology on the benefits of mask sterilisation.

Renewi's support demonstrates our pledge to care for people as part of our sustainability strategy. Recycling masks, instead of sending them for medical incineration, is also an excellent example of collaboration between partners who share the same ambition – to increase circularity and reduce carbon emissions: Van Straten/GreenCycl refurbishes medical instruments, and they are also leased out. This reduces the need to make more instruments, and so decreases the carbon footprint associated with industrial production. Data collected from the face-mask operation is also being used for sustainability research.





## Care for people continued

### ENGAGING WITH LOCAL PEOPLE

Working in partnership with communities is a foundation for success at Renewi. That's why we actively engage with communities, providing them with insight into our activities, educating them on our purpose and our mission, and showing how these fit into the evolving circular economy. We open up our facilities to local people and have an extensive education programme, engaging with schools and youth groups to teach children about the vital importance of sustainability in today's climate change crisis. For more details of our community efforts, see [page 42](#).

### KEEPING COMMUNITIES SAFE

We also work tirelessly to minimise the impact of our operations on local communities and remain committed to managing and reducing emissions to air, land and water, and pollution of any kind. There are times when we must proactively protect communities from the impact of the work on our sites. This may be due to odours, fires or leaks and spills of contaminants, and we make efforts to respond decisively. Fires in particular can be a hazard in our industry and are often caused by old batteries thrown into waste, which can easily combust. We therefore have sophisticated on-site firefighting equipment and educate the public on the dangers of throwing away hazardous waste such as batteries (see [page 43](#)).

 See pages 40 to 43 for our performance and outlook regarding our people and the communities in which we work

### Care for people – our metrics and targets

OBJECTIVE	METRIC	FY20 BASELINE	FY23 TARGET	FY25 TARGET
<b>Positively impact our communities</b>	<b>Community engagement projects</b> (number of projects annually)	<b>About 150</b>	<b>165</b> (+10%)	<b>180</b> (+20%)
	<b>Community feedback</b> (number of substantiated complaints per site annually)	<b>2.7</b>	<b>2.3</b> (-15%)	<b>2</b> (-25%)
	<b>Community impact events</b> (number of events per site annually)	<b>43</b>	<b>30</b> (-30%)	<b>21</b> (-50%)
<b>Deliver people home safe and well, every day</b>	<b>&gt;3-day accident rate</b>	<b>1,504</b>	<b>760</b> (-50%)	<b>600</b> (-60%)
	<b>Safety training</b> (% employees trained annually)	<b>N/A</b>	<b>100%</b>	<b>100%</b>
	<b>Employee mood</b> (mood score in Pulse)	<b>7.2</b>	<b>7.5</b> (+5%)	<b>7.5</b> (+5%)
<b>Make Renewi a rewarding, diverse and inclusive working environment</b>	<b>Healthy at work rate</b> (% healthy employees)	<b>94.8%</b>	<b>95.4%</b>	<b>96%</b>
	<b>Employee engagement</b> (eNPS score in Pulse survey)	<b>+14</b>	<b>+22</b> (+50%)	<b>+30</b> (doubled)
	<b>Employee development</b> (average annual number of training hours)	<b>About 10</b>	<b>13</b>	<b>16</b>
	<b>Women in higher management</b> (% of all employees)	<b>23%</b>	<b>26%</b>	<b>30%</b>



# Planet

During FY20 we succeeded in improving our recycling rates and made our collection operation greener with more low-emission trucks and smart route optimisation

## HIGHLIGHTS

- ▶ Recycling and recovery rate target achieved
- ▶ Improved carbon avoidance levels
- ▶ More low-emission collection vehicles

**D**uring the year we boosted our recycling and recovery rate, and succeeded in increasing the levels we set for recycling and producing waste-derived fuels. We also improved the environmental performance of our collection truck fleet. The route optimisation programmes and investment in Euro 6 collection trucks helped us achieve our transport energy-efficiency goals.

### CARBON AVOIDANCE, RECYCLING AND RECOVERY

#### Performance (over three years)

Next to carbon avoidance, recycling and recovery rates have always been key indicators of our sustainability performance. In the past 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 (see table, [page 38](#)). Carbon avoidance benefit has been reported in total and as an intensity ratio per tonne of waste handled. This ratio primarily accounts for the type of material. The higher the number, the better our performance (see table, [page 38](#)).

In FY20, our overall recycling and recovery rate continued to increase, ending the reporting cycle with an achievement of the target. The improvement was mainly caused by a decrease of landfill in the UK. The recycling rate dropped 2.2 percentage points to 64.7% and so our 70% target wasn't achieved. The amount of materials recycled

in million tonnes reduced from 9.27 to 8.52, mainly due to a decrease in soil-cleaning activities at our ATM plant in the Netherlands and less waste sent to recycling from our Commercial Waste Belgium Division and the Municipal UK Division. This counteracted the increase of recyclate volumes in our Commercial Waste Netherlands Division and Monostreams Division. Another driver was the rise in volumes of waste sent to energy recovery, mainly caused by an increase in fuel production in the UK and more residual waste sent to incineration in the Netherlands.

By increasing the volumes of waste sent to recycling and the production of waste-derived fuels, we can create a positive carbon benefit in the supply chain. Our carbon avoidance intensity ratio rose by 7% compared to FY19, clearly achieving our 2020 objective target. The strong growth of this intensity ratio was mainly due to an increase in waste-derived fuels produced and sold in the UK. The decrease in waste used as a fuel at our ATM site in the Netherlands and increase in volumes of residual waste sent to incineration – which has a negative carbon avoidance effect – counteracted part of the positive development in the UK.

#### Conclusion and outlook

We hit the recycling and recovery rate and carbon avoidance intensity ratio targets, but not the recycling rate target. We expect a further decrease in waste sent to disposal, due mainly to the closing



down of more landfill sites. That's why we are dropping the recycling and recovery rate metric, and are focusing on increasing our recycling rate, in line with our strategy. We aim to do this by reducing volumes of residual waste incinerated. We will still supply waste-derived fuel. We expect an increase in the carbon avoidance benefit from our activities. We will continue to measure this parameter, aiming to increase it in the years to come.

**48.5%**  
of our collection truck fleet are Euro 6 low-emission vehicles



## Planet continued

### WASTE COLLECTION, SITE OPERATIONS AND SITE ENVIRONMENTAL IMPACT

#### Performance (over three years)

Although electricity and fuel use decreased, the increase in gas use – together with a decrease in the total amount of waste handled – caused the site energy used-rate per tonne of waste handled to increase compared to last year, bringing us no closer to achieving the target we set for this objective. Site efficiency will continue to be an area of importance. At the same time, however, we know that improving site energy will be hard, given the fact that with increasing recycling activities, the amount of energy needed per tonne of waste handled will also rise. That's why we decided to drop this measurement as a key sustainability metric.

As for our truck fleet efficiency, route optimisation initiatives and continuous investment in Euro 6 waste collection vehicles have helped us to meet our transport energy efficiency objectives from last year. This year, truck fuel use improved further by 0.3%. With Euro 6 vehicles now accounting for 48.5% of our total fleet, compared with 34.9% last year, we have continued to increase the proportion of cleaner vehicles and retire older collection trucks. This has also meant that we have now beaten our 2020 target of 34.4% Euro 6 fleet compliance.

**90.8%**

Renewi's recycling  
and recovery rate

**64.7%**

Renewi's recycling  
rate

Green electricity production reduced over the past year, largely as a result of the continuing decrease in energy production in the UK and a steady level of energy production in the other Divisions. We had expected a positive contribution from our new Derby plant this year, which will no longer occur. Our target of 213,170 megawatt hours for 2020 included this likely contribution. We expect positive developments again as we are increasingly investing in additional methods of renewable energy production on site, via wind turbines and the installation of solar panels.

#### Conclusion and outlook

Renewi fulfilled its fuel efficiency and percentage of Euro 6 truck targets, but didn't achieve the energy efficiency on site and electricity production targets. While we continue our efforts to increase the energy efficiency of our waste collection and site activities, we also acknowledge that future improvements are likely to be marginal. And above all, the main concern for the future is carbon emissions. That's why we are shifting our focus to efforts to decrease our total carbon impact from our activities, while ensuring our carbon footprint from operations does not increase. We want to accomplish this by investing more in renewable energy production and further increase the share of fuel-efficient and zero-emission trucks in our fleet.

#### Our recycling and recovery objectives and performance

Objective	FY18 performance	FY19 performance	FY20 performance	2020 target
Recycling rate: % total waste handled	66.3%	66.9%	<b>64.7%</b>	<b>70.0%</b>
Recycling and recovery rate: % total waste handled <sup>1</sup>	89.1%	90.0%	<b>90.8%</b>	<b>89.9%</b>

1. Target for this objective aligned between our sustainability and green scorecard objectives by removing rounding.

#### Our energy efficiency and green electricity production objectives and performance

Objective	FY18 performance	FY19 performance	FY20 performance	2020 target
Energy use on sites in kWh per tonne of waste handled	28.3	29.1	<b>31.2</b>	<b>26.6</b>
Litres of fuel used per tonne of waste collected / transported	3.15	3.12	<b>3.11</b>	<b>3.12</b>
% of waste collection / transport truck fleet compliant with Euro 6 standard	24.2%	34.9%	<b>48.5%</b>	<b>34.4%</b>
Green electricity produced 000 MWh	143,462	124,582	<b>111,746</b>	<b>213,170</b>

#### Our carbon avoidance intensity ratio objective and performance

Objective	FY18 performance	FY19 performance	FY20 performance	2020 target
Carbon avoidance intensity ratio: million tonnes of CO <sub>2</sub> equivalent per million tonnes of waste handled	0.214	0.218	<b>0.233</b>	<b>0.217</b>

## Planet continued



# People

We kept the safety of Renewi employees at the top of the agenda – and we continue to raise colleagues' risk perception in order to help prevent accidents

## HIGHLIGHTS

- ▶ Increase in near-miss reporting
- ▶ Rise in near-miss close-out rate
- ▶ New global accident reporting system

The health and safety of all Renewi employees has always been our most important priority. That's why we have always set, and continue to set, ambitious safety targets. This has been a challenging year for us, because serious accidents occurred at Renewi sites. However, we made progress with our near-miss reporting and close-out rates, and our new HomeSafe initiative aims to raise our people's risk awareness. We are also confident that we will achieve success with the company's headline safety metric: the greater-than-three-day accident rate.

## PERFORMANCE (OVER THREE YEARS)

Although the total number of accidents with more than three days' absence has dropped 3% from 98 to 95, the greater-than-three-day accident rate, which is the 12-month rolling rate per number of FTEs, increased. However, the general lost-time injury frequency rate did decrease significantly, which shows that our efforts to reduce the average number of accidents per employee are paying off.

A continuing matter of concern is the severity rate, which again changed negatively. This means that the absence as an effect of the injuries our people suffer has risen, urging us to continue our journey to raise safety awareness and to increasingly shield our people from the dangers around them. A positive development has been near-miss reporting. This year we have

reported more than 29,898 near-misses – a 67% rise; at the same time we have increased the close-out rate by 11% to a total of 80%.

## CONCLUSION AND OUTLOOK

Renewi is all about new beginnings. Our HomeSafe campaign, which started this year, is a new beginning for our SHEQ (safety, health, environment and quality) efforts. It's a move away from traditional methods of solely tracking accident rates and incident numbers; it emphasises potential reporting hazards and closing them out as a team. By doing this, we are raising risk perception and closing out minor events before they turn into a major situation. We also have a new global system that gives every employee the ability to report any incident instantaneously.

We are disappointed that we weren't able to achieve all of our ambitious 2020 objective targets. We do, however, see improvements in our fundamental approach to safety, which convinces us that we are also going to see improvement in our greater-than-three-day accident rate over the coming years. For this reason, our long-term ambition – to reduce our accident level across the business to 'zero accidents', not merely to an 'acceptable level' – still stands. Taking our people with us on our safety journey ensures that we are very much heading in the right direction.

**80%**  
Renewi's near-miss close-out rate went up by 11% to 80%



## Our health and safety objectives and performance

Objective	FY18 performance	FY19 performance	FY20 performance	2020 target
>3-day accident rate	1,505	1,404	1,504	1,355
Lost-time injury frequency rate	12.5	10.8	9.6	8.7
Severity rate	17.4	18.8	20.8	13.1
Near-miss close-out rate	83%	69%	80%	85%

## People continued

### SUSTAINABILITY IN ACTION

#### Reaching out to people and society

Renewi is connecting with society and building long-lasting relationships through an employee ambassador programme and a campaign to recruit people distanced from the job market. Via the Proudnewi online ambassador platform, colleagues receive an email twice a month, updating them on recent posts about the company, explaining why current ones should be shared and offering tips on how to do so in an interesting way.

Some 200 employees in Belgium can now share information and news about Renewi on their personal social media channels, and so become proud ‘narrators’ of our sustainable story. Proudnewi encourages colleagues to urge others in society to rethink waste management by giving them a glimpse of life at Renewi – from activity at our many locations and our fleet of vehicles, to how we’re helping to give life to new materials and enabling the circular economy.

In fact, many of the relationships we proactively build are with people who have found themselves distanced from

the labour market, whether due to continued unemployment, because they study part-time or face physical or mental challenges. In February 2019, we received Level 1 Performance Ladder for Social Enterprise (PSO) certification. This is a national accreditation in the Netherlands, granted following an audit that demonstrates social contribution through providing these individuals with opportunities in the workplace.

So far, 130 Renewi colleagues have been recruited under this standard and are deployed all over the company, from loading our vehicles to working in our offices in the HR and Finance teams.

“We have always believed that, as a big employer, we should be a reflection of society,” says Wendy Wernert, Renewi’s Global Talent Manager. “So many of these people are creative because they’ve needed to be. They’ve had to learn to look at things differently, to overcome the challenges they face. They think in solutions, and that really supports the can-do mentality in our organisation.”

# 130

colleagues have been recruited under the PSO standard





# Partnerships

By building relationships with communities, we were able to develop our sustainability education schemes – and continued to minimise the impact of our operations

## HIGHLIGHTS

- ▶ Sustainability education programmes delivered
- ▶ Safety advice to public given about hazardous waste

We have made solid progress in building valuable and long-lasting relationships with communities in which we operate during the past year. Our work has included education programmes to teach children and adults about the benefits of sustainability and the hazards presented by waste, and efforts to limit the effect of our operations on local communities.

### OUR COMMUNITY RELATIONS

During the year we opened our facilities to the public. We welcomed 1,750 people onto our Vlaardingen site in the Netherlands and sought to inspire the young and the old on recycling opportunities.

In the UK, where we collect household waste, we partner with local authorities to inform and educate children on the importance of pre-sorting waste at home, reducing waste and recycling. We also partner with environmental charity Keep Britain Tidy to deliver workshops to schools and youth groups in East London on recycling awareness, waste prevention, food waste and composting. In FY20, the programme reached 8,145 students through work with 87 schools and five youth groups.

In the Netherlands and Belgium we have also developed lessons for pupils. We entered into a co-operative scheme with five primary schools in Zeeuws-Vlaanderen, the Netherlands, to help reduce the volume of residual waste and pollution in their area. Renewi created teaching packages on

recycling and tackling waste for primary and secondary schools in the Netherlands, one of which was adapted for Belgium, and we also created waste management plans for school leaders in the Netherlands, so education institutions could ‘practise what they preach’. The plans centred on improving recycling and sorting waste more efficiently so it can be more easily collected and recycled.

### REDUCING OUR IMPACT ON COMMUNITIES

Fires are a major issue in our industry, and often these occur as a result of inadequate sorting of waste before arrival on site. Common offenders are batteries thrown into general waste. So, we have invested in high-tech fire equipment across all sites, to minimise the risk of fire in the community.

However, from time to time, fires can have an impact, as was the case at the site in the Belgian town of Forest in 2019, when a blaze caused disruption to the nearby railway service. In another case, fire extinguishing water flowed into the public sewer. While we respond swiftly and responsibly when such safety issues occur, we work hard to prevent hazards happening in the first place. For example, we actively engage with the public to alert them to potential dangers caused by waste. In 2019 Renewi attended a safety day in the Netherlands to highlight the fire hazards presented by batteries thrown into waste (see page 43).

**8,145**  
pupils benefited  
from our UK waste  
education scheme



Start them young:  
a Renewi teaching  
package on recycling

### PERFORMANCE (OVER THREE YEARS)

Although we managed to lower the average number of complaints per site down to 2.7, we did not achieve our 1.4 target. The main focus area was the number of odour complaints received at some of our UK operational sites. We did see positive developments in this area, however – an improvement partly due to the relatively stable number of complaints received by the other Renewi Divisions.

### CONCLUSION AND OUTLOOK

While we reduced the average number of complaints received per site last year compared to the previous year, we weren’t able to achieve our 2020 target. This is all the more reason to continue our efforts. By doing this, we want to increase our active engagement, which will improve our positive relations with our neighbours and positively impact our communities.

### Our community objective and performance

Objective	FY18 performance	FY19 performance	FY20 performance	2020 target
Average number of complaints per site	1.5	2.9	2.7	1.4

## Partnerships continued

### SUSTAINABILITY IN ACTION

#### Keeping communities safe and sound

Part of our community outreach efforts involve educating the public on waste management and safety. To this end, in October 2019 Renewi was one of the hosts at a safety day in Naaldwijk, the Netherlands, along with the emergency services and the media, which was attended by 15,000 people. Our goal was to educate families about two of the biggest safety problems with waste: items that can cause fires and staying safe around our waste transportation trucks.

Accidents caused by being in trucks' blind spots is a major road safety problem in the Netherlands, where lots of people use bicycles. At the safety day, we placed a large mat around one of our trucks to show the locations of these blind spots. Placing fire-hazardous items in waste can cause blazes in our waste collection trucks and at our plants. Lithium-ion batteries are one of the biggest causes of this, as they can be found in hundreds of items from children's toys to telephones. When damaged, they can combust and ignite waste around them. We showed a film of a battery on fire and held a contest for children to identify fire-hazardous items in a container – the winner received an online voucher.

"The public responded brilliantly," says Victor Vijfvinkel, Marketing and Communications Specialist at Renewi, who attended the event for Renewi. "People who visited us learnt a lot about fire-hazardous items and hopefully from now on they will separate them from their waste. We were constantly busy and telling our story, and in this way, together we can prevent fires in the future."

**"PEOPLE RESPONDED BRILLIANTLY AND LEARNT A LOT ABOUT HAZARDOUS ITEMS"**





# 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 of. The right-hand table shows data on our energy consumption and production (some of our operations produce green electricity directly) and significant spills

## Our recycling and recovery performance

Indicator	RENEWI TOTALS		
	FY18	FY19	FY20
Total waste handled at sites (million tonnes)	14.02	13.85	<b>13.18</b>
Materials recycled (million tonnes) <sup>1</sup>	9.30	9.27	<b>8.52</b>
Materials recovered for energy production from waste (million tonnes) <sup>1</sup>	3.19	3.20	<b>3.45</b>
Total materials recycled and recovered for energy production (million tonnes)	12.49	12.47	<b>11.97</b>
Recycling as % of total waste handled	66.3%	66.9%	<b>64.7%</b>
Recycling and recovery as % of total waste handled	89.1%	90.0%	<b>90.8%</b>

1. Recycling refers to materials given a second life for reprocessing into new goods / materials. Recovery refers to waste used for energy production such as production of waste-derived fuels, bio-mass and similar. Includes water recovery and moisture loss during treatment for some technologies employed.

- ▶ Reduced throughput at Renewi's ATM plant has affected both overall tonnage handled and recycling rate
- ▶ Good progress has been made in the production of waste-derived fuels
- ▶ Overall recycling and recovery rate has increased

## Our resource use and spills performance

Indicator	RENEWI TOTALS		
	FY18	FY19	FY20
Electricity consumption (megawatt hours)	195,735	192,091	<b>176,935</b>
Gas used at sites and offices (megawatt hours)	81,820	90,082	<b>118,525</b>
Fuel, such as diesel, used at sites and offices (megawatt hours) <sup>1</sup>	118,962	120,238	<b>116,102</b>
Total energy used at sites (megawatt hours)	396,517	402,411	<b>411,563</b>
Fuel used in waste collection vehicles (000 litres)	34,296	34,042	<b>33,141</b>
% of waste collection / transport truck fleet compliant with Euro 6 standard	24.2%	34.9%	<b>48.5%</b>
Green electricity generated (megawatt hours)	143,462	124,582	<b>111,746</b>
Significant spills at sites – number of reported spills required by permits <sup>2</sup>	50	34	<b>43</b>

1. Includes diesel used in heavy mobile plant, static plant and machinery, plus oil and so on used for heating.  
2. Spills are those as required to be reported by environmental permits.

- ▶ Electricity and fuel use on sites fell, whereas gas use rose – mainly as the result of start-up processes at Renewi's ATM plant
- ▶ Route optimisation projects for waste collection operations assisted in reducing truck fuel consumption
- ▶ % of Euro 6 trucks in the fleet is the result of our procurement project
- ▶ Green electricity production affected by the sale of anaerobic digestion capacity and delays relating to Renewi's Derby plant
- ▶ Regarding spills, environmental permit reporting requirements vary from country to country; within this variation, performance is level

# Planet – carbon footprint and avoidance data

These tables show our carbon emissions and carbon avoidance. 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 per 000 tonnes)<sup>1</sup>

Source	RENEWI TOTALS		
	FY18	FY19	FY20
<b>Process-based emissions</b>			
Emissions from green composting	76	90	42
Emissions from hazardous waste treatment	256	204	199
Emissions from landfill	101	91	85
Other emissions, including mechanical biological treatment (MBT) and anaerobic digestion (AD)	67	50	45
<b>Transport-based emissions</b>			
Fuel used by waste collection and transport vehicles	120	120	108
Fuel used by business travel (cars, trains, flights and similar)	5	5	6
<b>Energy use emissions</b>			
Electricity used on sites and in offices	121	117	110
Gas used on sites and in offices	16	17	23
Fuel used on sites for plant and machinery, and equipment and heating	36	36	35
<b>Total emissions from significant sources</b>	<b>799</b>	<b>732</b>	<b>653</b>

1. Figures rounded to nearest 1,000 tonnes – totals may reflect rounding. Some data is based on carbon ‘factors’, which vary from country to country and are periodically updated – by government agencies, for example.

► Carbon emissions per tonne of waste handled improved as the result of a combination of factors, including reduced energy use in some areas and the sale of Renewi’s Canadian composting operations

## Carbon avoidance as a result of our activities

Source	RENEWI TOTALS		
	FY18	FY19	FY20
Renewable energy generated	56	47	42
Waste-derived fuels produced and sold	946	970	1,081
Materials separated for re-use / recycling	1,699	1,764	1,749
Energy from waste used as a fuel on site	305	241	201
<b>Total potential avoided emissions</b>	<b>3,006</b>	<b>3,022</b>	<b>3,073</b>

## Our greenhouse gas emissions and avoidance intensity ratios

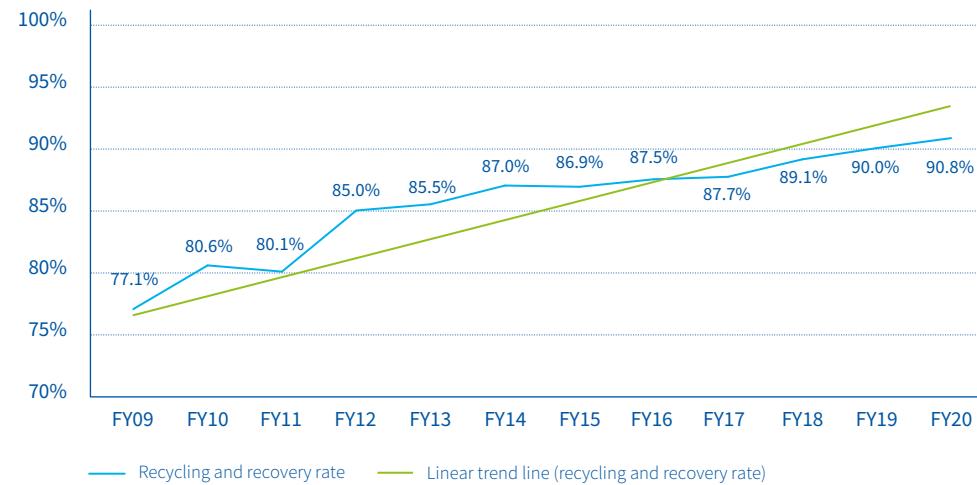
Ratio	FY18	FY19	FY20
Million tonnes of greenhouse gases emitted (CO <sub>2</sub> equivalent) per million tonnes of waste handled	0.057	0.053	0.050
Million tonnes of greenhouse gases avoided by our activities (CO <sub>2</sub> equivalent) per million tonnes of waste handled	0.214	0.218	0.233

# Planet – carbon footprint and avoidance trends

The two graphs below show the trends in our long-term recycling and recovery rate and long-term carbon avoidance performance. In both cases, while there may be annual variations, the overall trend shows consistent improvement

## Renewi long-term recycling and recovery rate trend

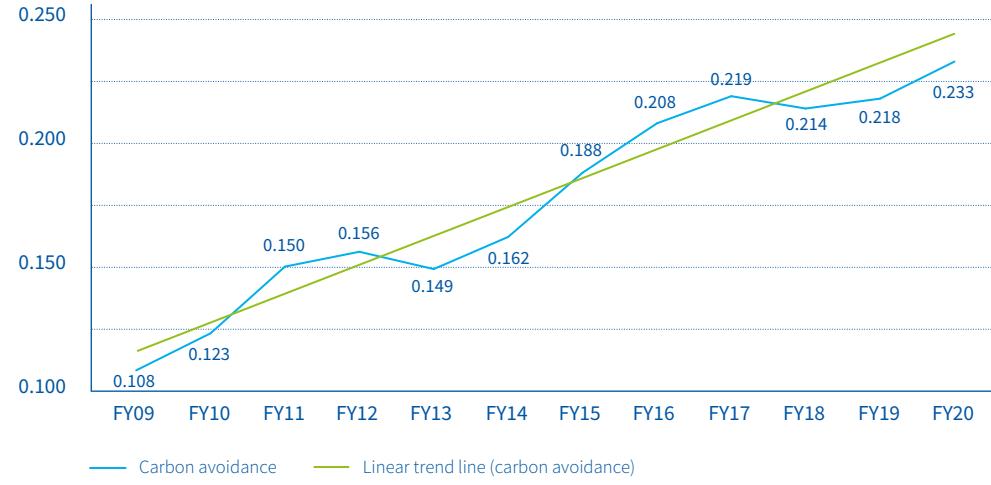
Million tonnes of waste recycled and recovered as % of million tonnes of waste handled



► Renewi continued its consistent trend of improvement in recycling and recovery

## Renewi long-term carbon avoidance performance trend

Carbon avoidance in million tonnes of CO<sub>2</sub> equivalent per million tonnes of waste handled



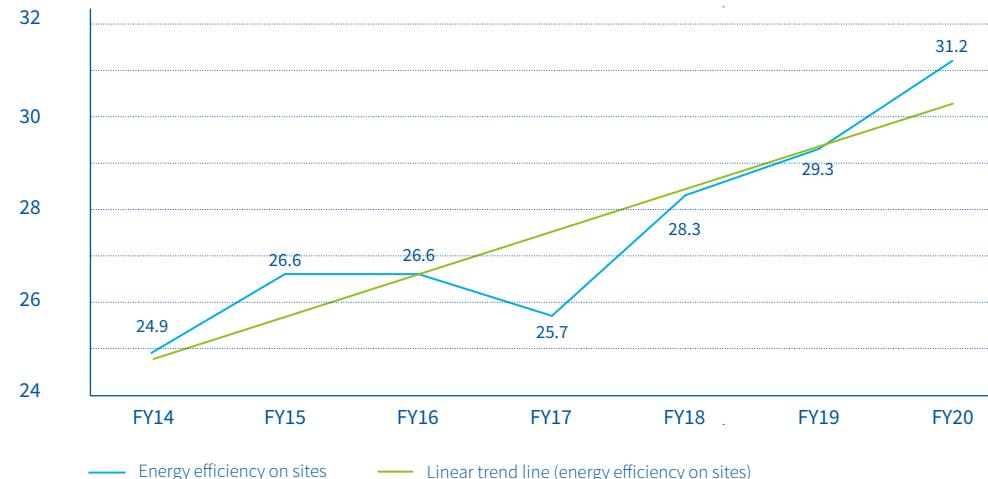
► Mirroring recycling and recovery performance, Renewi's carbon avoidance performance also increased

# 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 long-term green electricity production. Over the years this has been significantly affected by our anaerobic digestion and landfill gas power generation capacity

## Renewi long-term on-site energy use efficiency trend

Energy use on sites in kWh per tonne of waste handled



► Recycling and recovering waste requires energy, and this is reflected in Renewi's energy use trend

## Renewi long-term green electricity production

MWh of green electricity produced



► The disposal of anaerobic digestion capacity has affected performance

# 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

## Our accident and near-miss performance

Indicator	RENEWI TOTALS		
	FY18	FY19	FY20
Number of fatal accidents	1	0	1
Number of >3-day accidents	108	98	95
>3-day accident rate	1,505	1,404	1,504
Number of lost-time injuries (LTI)	172	168	147
LTI frequency rate	12.5	10.8	9.6
Severity rate	17.4	18.8	20.8
Number of near-misses raised	10,934	17,927	29,898
Number of near-misses closed out	9,097	12,293	23,911
Near-miss close-out rate	83%	69%	80%

### Key

- >3-day accident Accident that results in a person being off work for more than three days
- >3-day accident rate Number of >3-day accidents / full-time equivalent (FTE) x 100,000 = rate
- LTI (lost-time injury) Accident that results in a person being off work for a day or more
- LTI frequency rate Number of LTIs / total number of hours worked x 1,000,000 = rate
- Severity rate Total number of days lost as a result of accidents / total number LTIs
- Near-miss An accident that nearly, but did not, happen; also called risk reports, close calls etc
- Near-miss close-out rate Number of near-misses closed out / number of near-misses raised as a %

- The organisation did not achieve its 20% >3-day reduction target, and while the actual number of accidents reduced from 98 to 95, our rate increased by 7%
- Overall LTI frequency rate improved from 10.8 to 9.6 – an 11% improvement; our severity rate did not improve and remains an area of concern and a need for improvement
- Near-miss reporting was up from 17,927 to 29,898; three out of five Divisions were on target; near-miss close-out figures rose to an average of 80% (missing the 85% target) – an increase from 69% in FY19

## Our people performance

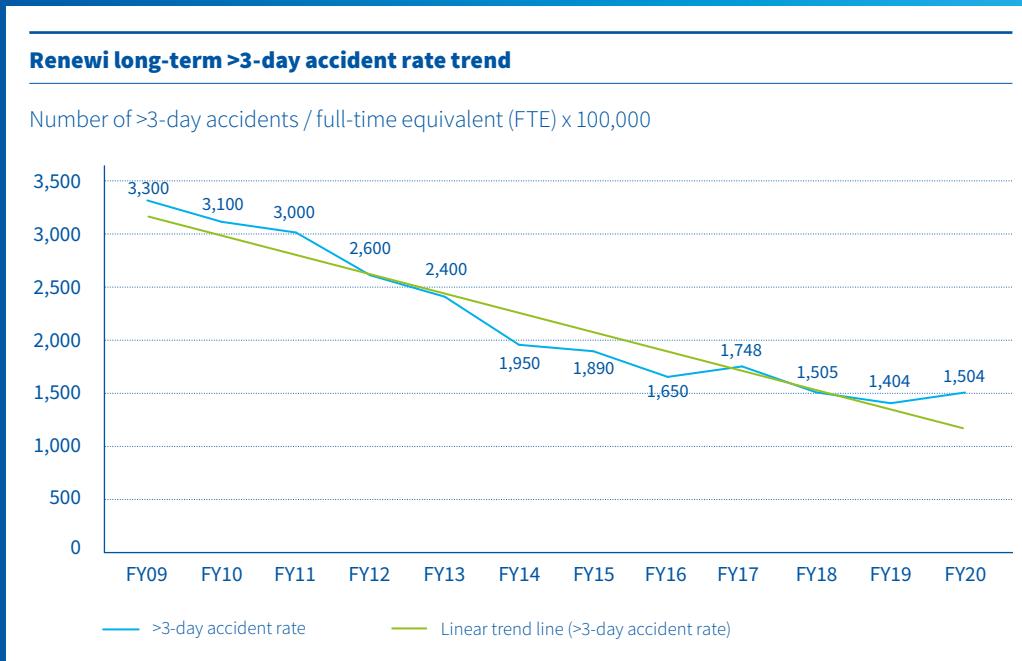
Indicator	FY18	% of total	FY19	% of total	FY20	% of total
Total number of permanent employees <sup>1</sup>	7,100	NA	7,035	NA	6,550	NA
Number of female permanent employees	1,153	16.2%	1,229	17.5%	1,173	17.9%
Number of male permanent employees	5,947	83.8%	5,806	82.5%	5,377	82.1%
Number of operational permanent employees	4,831	68.0%	4,632	65.9%	4,363	66.6%
Number of administration, managerial and support permanent employees	2,269	32.0%	2,399	34.1%	2,187	33.4%
Number of female statutory plc Board Directors	2	25%	2	22.2%	2	25%
Number of male statutory plc Board Directors	6	75%	7	77.8%	6	75%
Number of female senior managers	76	20.8%	67	21.9%	69	22.8%
Number of male senior managers	289	79.2%	239	78.1%	233	77.2%
Permanent employee turnover (%)	4.9	NA	10.9	NA	12.6	NA
Number of non-permanent employees <sup>2</sup>	1,143	13.9%	1,145	14.0%	1,648	20.7%
Total employee absenteeism from work (% of available days)	4.6	NA	5.2	NA	5.3	NA

1. Headcount rather than full-time equivalent (FTE) figure reported elsewhere in this Report, to allow for calculation of split data such as male / female splits.  
2. Expressed as FTE.

- Total employee headcount reduced as a result of the sale of Renewi's Canadian and Reym operations
- Slow improvement seen in male / female split, both in terms of overall split and senior manager split
- Employee absenteeism rate remains low for a company operating in this sector

# People – greater-than-three-day accident data

The graph below shows our long-term greater-than-three-day accident rate trend. This is a key measure and we aim to continue the positive trend



# People – key community data

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

## Our community complaints performance

Indicator	RENEWI TOTALS		
	FY18	FY19	FY20
Number of environmental complaints received by our sites / operations <sup>1</sup>	306	576	<b>443</b>
Average number of complaints per site	1.5	2.9	<b>2.7</b>

1. Includes all complaints, both those substantiated and those unsubstantiated.

## Types of complaint

Indicator	RENEWI TOTALS		
	FY18	FY19	FY20
Odour	221	423	<b>293</b>
Litter	11	12	<b>20</b>
Vermin / flies	6	56	<b>87</b>
Traffic	2	2	<b>0</b>
Mud / dust	11	33	<b>11</b>
Noise	7	27	<b>24</b>
Other	48	23	<b>8</b>
Total	306	576	<b>443</b>

► Performance improved over the past year, but is still being affected by complaints received by Renewi's Derby plant – this plant is not under Renewi's operational control but is operating under Renewi's environmental permit

# Partnerships – governance, compliance and management performance

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

## our formal management accreditations

	RENEWI TOTALS		
Accreditation <sup>1</sup>	FY18	FY19	FY20
ISO 14001 / EMAS	150	149	<b>162</b>
ISO 9001	150	149	<b>162</b>
OHSAS 18001 / ISO 45001	117	125	<b>162</b>

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

**Key**  
ISO 14001 / EMAS International environmental management standards  
OHSAS 18001 International health and safety standard

ISO 9001 International quality standard

- ▶ All Renewi operational sites now have the three main international accreditations for the environment, safety and quality

## our compliance performance

	RENEWI TOTALS		
Indicator	FY18	FY19	FY20
Number of environmental convictions and fines	5	4	<b>0</b>
Number of health and safety convictions and fines	3	2	<b>3</b>
Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	0	0	<b>0</b>

- ▶ Recording zero environmental convictions and fines is a significant achievement for a major international waste management company

## Our governance performance

	RENEWI TOTALS		
Indicator	FY18	FY19	FY20
Number of employees receiving training / courses / workshops on integrity	292	243	<b>603</b>
Number of investigations on integrity issues	16	16	<b>15</b>
Number of times advice was given to employees / management following an integrity notification	142	135	<b>156</b>
Number of reports on ethical misconduct by employees	54	22	<b>22</b>
Number of reports on aggression and violence against employees	22	24	<b>18</b>
% of employees covered by formal safety committees	100%	100%	<b>100%</b>
% of operations that have undergone risk assessment for bribery and other similar risks	100%	100%	<b>100%</b>

- ▶ 2020 saw a significant increase in the number of employees who received integrity training courses and workshops; we also launched an e-learning module on integrity, but participation figures aren't included here, so the number of our employees who have been introduced to our corporate code of conduct in an active and engaging way is even higher than indicated
- ▶ The number of ethical misconducts and aggression and violence cases, and the number of investigations, stayed roughly the same; the number of times advice was given to employees / management increased slightly; all of this shows the effectiveness of our integrity approach and forms a solid base for the years to come

# 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.

	PRINCIPLES	PAGES
<b>Human rights</b>	<b>Principle 1</b> Businesses should support and respect the protection of internationally proclaimed human rights; and <b>Principle 2</b> make sure they are not complicit in human rights abuses.	<b>34</b>
<b>Labour</b>	<b>Principle 3</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; <b>Principle 4</b> the elimination of all forms of forced and compulsory labour; <b>Principle 5</b> the effective abolition of child labour; and <b>Principle 6</b> the elimination of discrimination in respect of employment and occupation.	<b>33</b>
<b>Environment</b>	<b>Principle 7</b> Businesses should support a precautionary approach to environmental challenges; <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.	<b>24</b>
<b>Anti-corruption</b>	<b>Principle 10</b> Businesses should work against corruption in all its forms, including extortion and bribery.	<b>52</b>

# Principal offices

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

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



For more information about Renewi's sustainability strategy and activities, go to our [What We Stand For](#) section.

