



**RENEWI PLC** | CORPORATE SOCIAL RESPONSIBILITY REPORT 2018

WASTE  
NO  
MORE

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## On the front cover:

At Renewi, we transform waste into products such as compost, paper, metal, plastic, glass, woodchips, energy and fuel

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# ABOUT THIS REPORT

Being sustainable and socially responsible is a way of life at Renewi. It underpins the way we do business. This report explains how we do so and gives an overview of our key Corporate Social Responsibility (CSR) activities in the past year

## WHAT THIS REPORT COVERS

This report is designed to give you an overview of Renewi's CSR activities. It covers the three key themes around which we focus these activities:

- ▶ **Planet:** sustainability and the environment
- ▶ **People:** the health, safety and wellbeing of our employees
- ▶ **Partnership:** our relationship with society and our local communities

Alongside reporting on our 2017/18 performance in these areas, we have provided commentary on our planned CSR activities over the coming year. See the **Planet, People, Partnership** sections of this report for an overview of our performance in these key areas.

## OUR AREAS OF FOCUS

As part of our structured approach to CSR, we use a materiality matrix to assess the CSR issues that are important to us and our external and internal stakeholders. The issues have been selected based on guidance from the Global Reporting Initiative (GRI). We gauge stakeholder views on these issues through regular communication. See **page 15** for more detail on how we select our key performance indicators (KPIs) and priority areas.

## PERFORMANCE OBJECTIVE SETTING

We report on KPIs across our priority areas of the planet, our people and our partnerships. They are how we define success in the area of CSR. To ensure that we meet our ambitions, we also set ourselves challenging objectives in each of our priority areas. You can read about these objectives in our **Planet, People** and **Partnership** sections and on **page 17**.

## GROUP-LEVEL DATA

Renewi was formed in February 2017 by the merger of Van Gansewinkel (VGG) and Shanks. Each of our legacy businesses differed in how they defined and reported on CSR performance. As a result, Renewi's 2017 CSR Report was a transitional report in which Group-level data was represented as a sum of the totals from the two legacy businesses. For this year's reporting, we have calculated our CSR statistics on a fully merged basis.

## SCOPE AND DEFINITIONS

This report has been prepared in accordance with the GRI Standards: Core option. Our approach to GRI and the GRI content index can be viewed in our GRI navigator document at: [www.renewiplc.com/our-responsibilities](http://www.renewiplc.com/our-responsibilities)

# OUR CSR HIGHLIGHTS



We handled a total of **14 million tonnes of waste** at our sites



We **recycled and recovered** 89% of the total waste we handled



We had **fewer accidents** that resulted in an employee being off work for more than three days, improving our >3 day accident rate by 14%



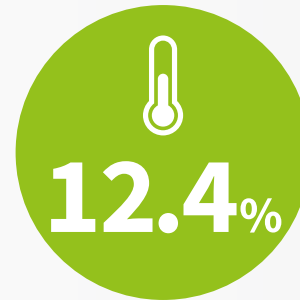
We **emitted less carbon per tonne of waste handled** at our sites, improving our carbon emissions intensity ratio by 2.7%



We generated 143,462 MWh of **green electricity**, enough to power 40,000 households for a year



Of the total waste handled at our sites, we **increased the amount we recycled or recovered** by 1.4%



Our employees took **fewer days off work** because of illness, improving our absence rate by 12.4%



We received **fewer community complaints**, improving our average number of complaints per site by 36.5%

# CEO'S STATEMENT

Our overall Corporate Social Responsibility (CSR) performance is moving in the right direction, driven by the passion and commitment of our people, and our strong position as a leader in the growing circular economy.



**PETER DILNOT**  
Chief Executive Officer

Renewi was created in February 2017 through the merger of Shanks and Van Gansewinkel. I'm therefore pleased to share our first fully merged CSR Report with you. This report is based on a full year of operating as Renewi and aims to provide you with a clear picture of our initial CSR performance and our future ambitions.

Overall, we have made steady progress towards achieving our CSR objectives. Despite this progress, there is room for improvement. In particular, we were deeply shocked and saddened by the fatal road traffic accident involving one of our Belgian colleagues in April 2017, and the fatal workplace accident that occurred at Reym in March 2018. We have taken decisive action to protect our people further and we have redoubled our efforts to drive significant improvements in our safety performance. Our plan is to raise our safety standards to the best in our industry.

During this first year we launched our Renewi values. They are the foundation for everything we do and stand for, they reflect who we are and how we operate. It is fitting that the first of our values is

“safe”. Keeping our people safe, healthy and well is one of three key focus areas for us in relation to our CSR activities. The other two areas are to protect and preserve the planet and to build strong partnerships in our local communities.

### **Protecting the planet**

Our CSR activities across Renewi are driven by our unifying purpose: to give new life to used materials. This purpose places sustainability at the heart of what we do every day. It is part of our DNA and it positions us as an important link within the circular economy. Our desire to create a sustainable world underpins the decisions we make and actions we take.

I'm pleased to report that we are moving in the right direction with our environmental CSR objectives. We recycled or recovered a bigger percentage of the waste we handled. We emitted less carbon as a company. Our core focus in the past has been improving the sustainability of our customers' operations through efficient and effective recycling. This will continue going forwards and in parallel we will strive to further improve the sustainability of our own operations.

OUR PLAN  
IS TO RAISE  
OUR SAFETY  
STANDARDS TO  
THE BEST IN  
OUR INDUSTRY

CEO'S STATEMENT *continued*

We have created a vibrant Renewi team where we can all learn from one another



This year, we also aligned our financing activities with our CSR work. We did this through two innovations: the Renewi Green Finance Framework and a green scorecard for interest payments on our loans. You can read more about this on [page 11](#). In essence, these sustainability innovations mean that any investment in Renewi is a green investment.

#### **Pride in our people**

We made good progress on our key health and safety measures. We delivered significant improvements in our >3 day accident rate, our accident severity rate, and our near-miss close-out rate. Clearly these gains are overshadowed by the two fatalities and we are committed to improving our safety record as outlined above. This will include new measures and targets to be published in the year ahead.

In March, we conducted our first Renewi-wide employee engagement survey. The results are encouraging as they show that more than 75% of our people are engaged with their job and committed to Renewi. The survey also identified a number of areas for improvement. Our people want more communication, more learning and development, and want to feel that their opinions and ideas are taken into further consideration. We will focus on these areas and other areas in the coming year.

Diversity and equality of opportunity continue to be important to us as an employer. We increased the female representation on our Board and our Executive Committee this year. We also reported on our gender pay gap for the first time under new laws in the UK. I'm pleased to say that the difference in pay gap between our male and female employees is negligible. We are also working on ways to improve the progression of our female employees through Renewi to more senior roles.

Our people deliver our CSR initiatives every day. Indeed, it is their commitment to and passion for our mission statement – Waste no more – that underpins our central role in the growing circular economy. We are looking forward to continuing this work over the coming year and to really making a difference to our people, planet and the societies we serve each day.

**Peter Dilnot**  
Chief Executive Officer



# ABOUT RENEWI

Our vision is to be the leading waste-to-product company



# WHAT WE DO AND WHY WE DO IT

We recognise that the world's natural resources are limited and we need to preserve them

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

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

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

## OUR VALUES

Our values are the foundation of everything we do. They guide the way we behave and make decisions, outline what is important to us, how we operate and what differentiates us from our competitors. Most importantly, they show that 'how' we do things is just as important as 'what' we do.

Our values were launched on our first birthday. The initial behaviours that shaped our values were crafted by our top 150 leaders at our first Renewi Leadership Conference in September 2017. In the

following months, these behaviours were turned into concrete values by our Executive Committee and sense-tested with focus groups across Renewi. Using this approach, we have been able to ensure that the values, each of which has an associated behaviour to live by, are owned by everyone throughout the organisation.

We are proud that these values were not created in a boardroom by a small group of leaders, but were crafted and shaped by all of our people.

### WHAT WE ARE



**Safe**  
Safety above all else



**Innovative**  
Do it better every day



**Sustainable**  
Make a daily difference to our planet

### HOW WE ACT



**Accountable**  
Do what we say we'll do



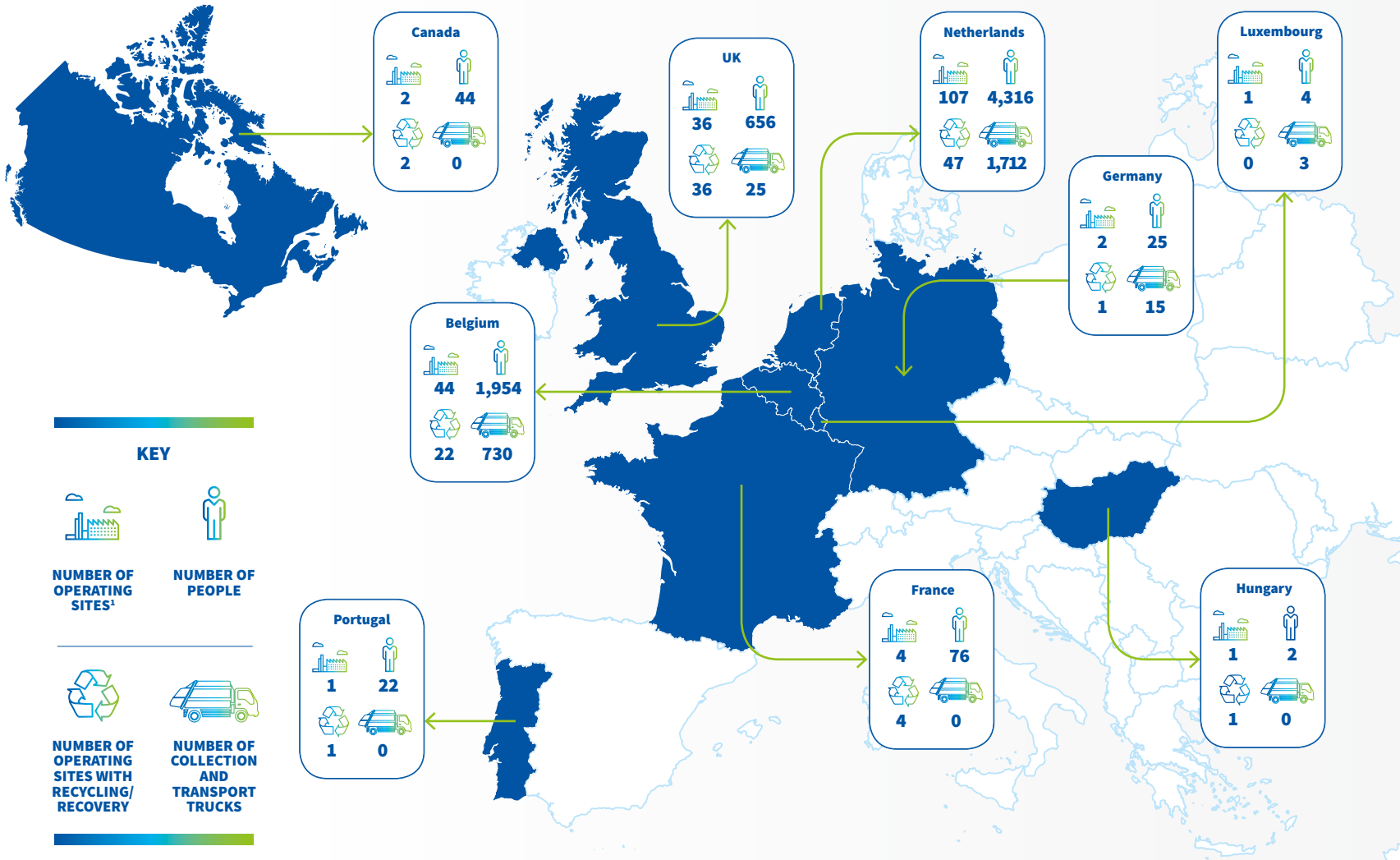
**Customer-focused**  
Add value for our customers



**Together**  
Always open and respectful



# RENEWI AT A GLANCE



**KEY**

**NUMBER OF OPERATING SITES<sup>1</sup>**

**NUMBER OF PEOPLE**

**NUMBER OF OPERATING SITES WITH RECYCLING/RECOVERY**

**NUMBER OF COLLECTION AND TRANSPORT TRUCKS**

## OUR DIVISIONS

<b>Netherlands Commercial</b>	77	3,034
<b>Belgium Commercial</b>	41	1,708
<b>Hazardous Waste</b>	17	943
<b>Monostreams</b>	25	461
<b>Municipal</b>	38	700
<b>Group Central Services</b>		254

## RENEWI TOTALS<sup>2</sup>

<b>198</b>	<b>c.8,000<sup>2</sup></b>
<b>114</b>	<b>2,485</b>

1. Active operating sites; does not include offices and other non-operational sites  
 2. Renewi total includes non-permanent/temporary workers. Country and divisional data includes permanent employees only

# OUR COMMITMENT TO SUSTAINABILITY

We are a 'pure player' when it comes to sustainability

We recognise that the world's natural resources are limited and we need to preserve them for future generations. That is why we are dedicated to recycling used materials into new products or recovering energy from them.

We are a leading waste-to-product business ideally positioned to be part of the solution to some of the main environmental problems facing society today.

We are listed on the London Stock Exchange and are a constituent of the FTSE 250 index. With around 8,000 people, including temporary workers, in Europe and North America, we have deep expertise and an extensive breadth of waste management products and services.

We see waste as an opportunity to give new life to used materials. We transform waste into useful products, such as recycled paper, metal, plastic, glass, woodchips, compost, energy and fuel.

## Solid numbers

In the year to March 2018, of the 14 million tonnes of waste we handled from our customers and 2 million households, 89% was either recycled

into new materials or recovered for energy production. We produced 143,462 megawatt hours of green energy last year. Through such carbon avoidance activities, and through companies using our recycled products, we helped to prevent 3 million tonnes of carbon dioxide from being released into the atmosphere.

By focusing on extracting value from waste, we play an important role in the circular economy, keeping resources in use for as long as possible through recycling and recovery. In the process, we protect the world from contamination, preserve finite natural resources and enable customers to meet their sustainability goals.

This is proving to be an increasingly valued part of our customer relationships. For example, in Canada, we have helped the City of Surrey, in the Metro Vancouver area, to become the country's first municipality to have a negative carbon footprint. This is thanks to our new organic biofuels processing facility, which will convert up to 115,000 tonnes of the city's domestic and commercial organic waste per year into biomethane gas.



We are dedicated to recycling or recovering used materials to preserve the world's natural resources for future generations

## OUR COMMITMENT TO SUSTAINABILITY *continued*

The biomethane gas will be used to power the waste collection trucks. Our facility is expected to supply Canada’s national grid with more renewable gas than the refuse trucks that the City of Surrey needs. Linda Hepner, the City of Surrey’s Mayor, has said Renewi’s facility is helping to “establish a new sustainability benchmark in Canada”.

Our CSR activities are focused on three core areas: planet – protecting the environment; people – ensuring the health, safety and wellbeing of our employees; and partnership – helping society towards a more sustainable future.

As a whole, these activities support the globally agreed United Nations Sustainable Development Goals (SDGs). Renewi’s activities principally relate to SDGs 7, 9, 11 and 12:

- ▶ supporting the economies in which we operate to be sustainable through the creation and maintenance of resilient infrastructure
- ▶ improved resource efficiency; and, as a result
- ▶ helping to reduce the environmental impact of our cities

**i** Watch our “We are One” first birthday video on YouTube [youtu.be/M3l7vpPQZiw](https://youtu.be/M3l7vpPQZiw)

### IN OUR FIRST YEAR AS RENEWI WE...



Treated enough water in our Hazardous Waste Division to fill almost 200 **Olympic-sized** swimming pools

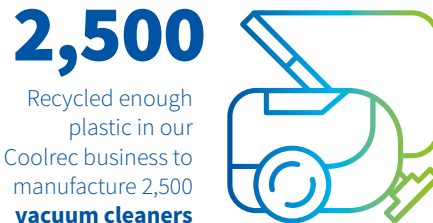
Saved as much **carbon dioxide** in our Commercial Waste Netherlands Division as the City of Amsterdam produces in two months



Generated enough power in our Municipal UK Division to light an **international football stadium** for three years



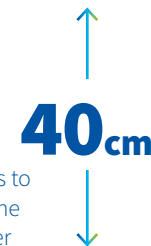
Recycled enough glass in our Malta business to manufacture 2 billion **bottles**



Recycled enough plastic in our Coolrec business to manufacture 2,500 **vacuum cleaners**



Made enough compost in our Orgaworld business to cover all 32 hectares of the **Keukenhof**, one of the world’s largest flower gardens, with a 40cm layer



Produced enough raw materials from incineration bottom ashes in our Mineralz business to build 50km of motorway

# GREEN FINANCE

We aligned our financing activities with our CSR work through two innovative initiatives: the Renewi Green Finance Framework; and a sustainability key performance indicator (KPI) priced loan

The Green Finance Framework positions Renewi as a pure player and provides assurance to all stakeholders that any investment in Renewi will make a positive contribution to the environment.

We were able to do this because we are wholly focused on sustainability, with the vast majority of our assets classified as 'green' because they support 'pollution prevention and control', as defined in the ICMA1 Green Bond Principles and the LMA2 Green Loan Principles.

Sustainalytics, an independent global provider of environmental, social and governance (ESG) research and ratings to investors, has reviewed the Renewi Green Finance Framework. Both the framework and the second-party opinion are available on the "Our Responsibilities" section of our website.

We believe we are one of the first FTSE 250 companies to establish a Green Finance Framework encompassing the whole business like this, and to

have converted our entire bank borrowings into a Green Loan. The move is timely as there is a growing appetite among the investment community for opportunities with strong green and ESG-focused credentials.

## Green scorecard

Our Green Loan is also one of the first to introduce sustainability improvement into the terms of the loan – effectively a green 'scorecard'. Accordingly, we will benefit from lower interest rate payments in the event that we achieve each of our five ambitious sustainability objectives:

- ▶ Increases in recycling and recovery rates
- ▶ Growth in carbon avoidance
- ▶ Increase in fleet efficiency, reducing carbon emissions
- ▶ Transition to a low-polluting Euro VI fleet
- ▶ Ongoing reduction in our >3 day accident rate

With our Green Finance Framework, we ensure that even our financing is green, showing that sustainability is at the heart of our business and one of our core values.

This innovative Green Loan has been financed by our six relationship banks. The agreement is a strong endorsement of Renewi's support for the circular economy and it will allow us to make incremental investments to achieve our sustainability targets.

Under the terms of the loan, which has been extended to May 2023 with options to further extend to 2025, we will be able to issue future green bonds and green debt placements.

The Green Finance Framework and Green Loan are two of many CSR initiatives that our people deliver on each and every day.



# OUR APPROACH

**Our approach to CSR is completely aligned with our vision to be the leading waste-to-product company, as we strive to deliver our services in a sustainable, responsible and ethical way**

# AREAS OF FOCUS



## PLANET

### PROTECTING AND PRESERVING THE ENVIRONMENT

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



## PEOPLE

### KEEPING OUR PEOPLE SAFE AND WELL

Ensuring the health, safety and wellbeing of our people and their full engagement with Renewi is crucial to our success. We are proud to have that responsibility and we take it very seriously.



## PARTNERSHIP

### MAKING SOCIETY BETTER AND BEING A GOOD NEIGHBOUR

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

# MANAGEMENT APPROACH

To ensure we report on the performance our stakeholders are interested in, and that we set and achieve meaningful CSR objectives, we follow a clearly defined management approach across our three areas of focus: planet, people and partnership



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

# FOCUS ON THEMES THAT MATTER

We decide on the focus of our CSR activities after undergoing a rigorous exercise of understanding what is material to our stakeholders

For our CSR activities to have a positive impact, it is important that they resonate with the concerns and priorities of our stakeholders. What is a priority for one company may not be for another, and what is important to one stakeholder group may not be to other groups. To achieve this, we use a structured approach when selecting our key areas of focus.

The materiality matrix ([on the next page](#)) plots the themes that are important to us as a Group, and to our internal and external stakeholders. The broad range of stakeholder views we have considered include those from our shareholders, customers, employees and Board as well as from regulators, local politicians and non-governmental organisations (NGOs).

## Stakeholder communication

The key themes have been selected in accordance with the list of material topics in the GRI Standards. For an overview, please see our GRI navigator document at [www.renewiplc.com/our-responsibilities](http://www.renewiplc.com/our-responsibilities). We gauge stakeholder views on these issues through regular communication, which takes place in the most appropriate way for each group. This includes a mix of face-to-face contact, through formal and informal meetings, customer events, community open days, surveys and newsletters.

The top right-hand corner of the matrix highlights those issues that are most material to us and to our stakeholders and which, therefore, we need to focus and report on.

## Setting our CSR objectives

Materiality assessment helps us decide which performance indicators we will report on. To promote improvement for the most important of these indicators, challenging but realistic objectives must also be set, based on our current performance.

In February 2017, Renewi was formed from the merger of Shanks and Van Gansewinkel. For last year's reporting, we set 2020 objectives based on data from our two legacy companies, adding this data up to give Renewi totals. For our 2018 reporting, we have calculated our CSR performance on a fully merged basis, which avoids double counting. To allow for valid year-on-year comparisons, we have recalculated and restated our 2017 data accordingly. As part of this exercise, some of our 2020 objectives, including those for our recycling rate and our recycling and recovery rate, have been restated. For more details on our objectives, see [page 17](#).

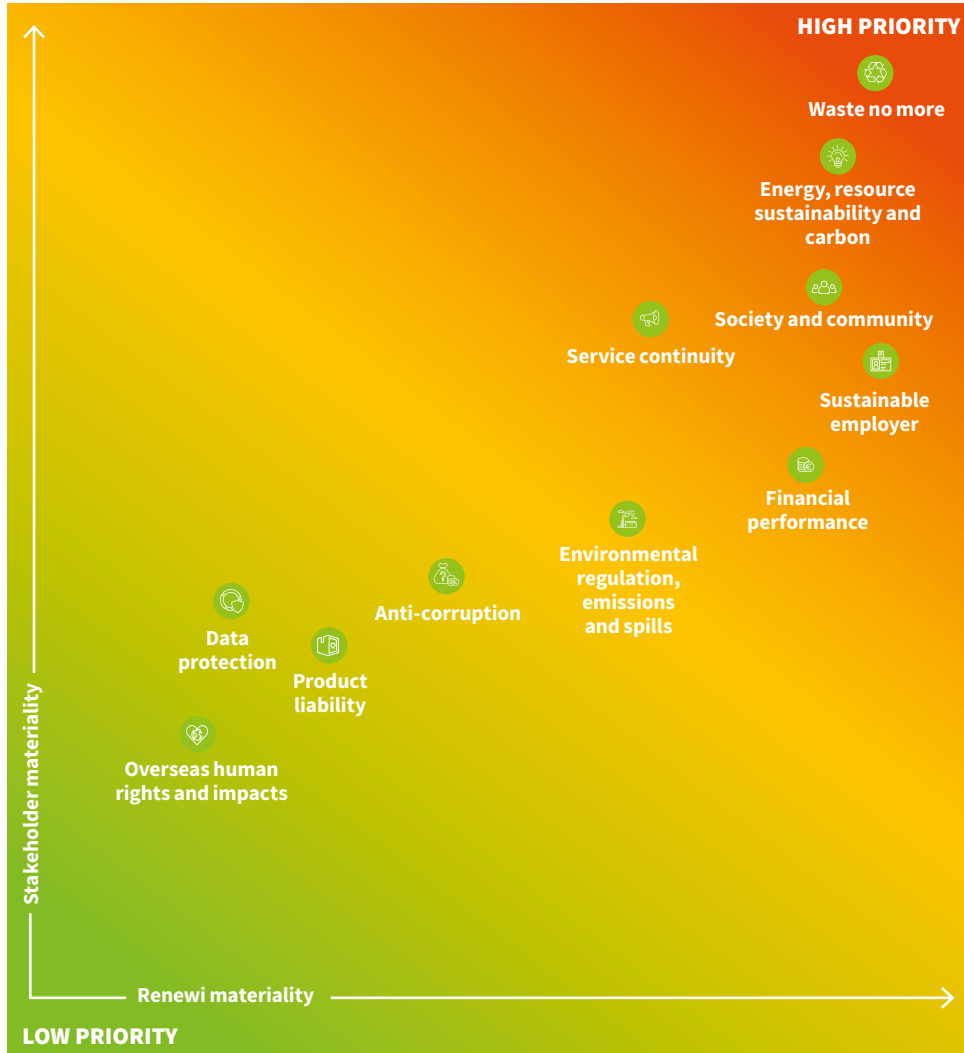


We decide on the focus of our CSR initiatives after an exercise of understanding what is important to our stakeholders



## FOCUS ON THEMES THAT MATTER *continued*

### OUR MATERIALITY MATRIX



## KEY THEMES

- 
**Waste no more:** Recycling and recovery; carbon benefit; virgin raw materials conservation; and public policy on waste management
- 
**Energy, resource sustainability and carbon:** Energy consumption; carbon emissions and prevention; and raw material use
- 
**Society and community:** Positive contribution to society from recycling and recovery activities and knowledge sharing and education; and potential negative impacts on local communities close to operations
- 
**Service continuity:** Continuity of service to clients and customers for their waste (waste does not stop being produced)
- 
**Sustainable employer:** Health and safety; employee rights; cultural needs; working conditions and wellbeing; employee relations and engagement; (non-discriminating) diversity and equality; and training and education
- 
**Financial performance:** Financial sustainability of the company
- 
**Environmental regulation, emissions and spills:** Potential emissions to air, land and water, including spills; potential pollution from activities; impact of environmental regulations and compliance
- 
**Anti-corruption:** Prevention of fraud, bribery and similar; financial governance; good control environment; integrity management; and fair practices in business
- 
**Data protection:** Privacy of clients, customers and employees
- 
**Product liability:** Health and other potential impacts from products
- 
**Overseas human rights and impacts:** Complicity in poor human rights, and economic impacts on third-party countries from activities or via business partners

# CONSISTENT IMPROVEMENT

Stretching CSR targets and objectives ensures that everyone within Renewi is continually focused on improvement

We have set ourselves challenging CSR objectives for more than a decade. These objectives give us targets to aim for and encourage us to improve. Our success is illustrated by the long-term performance graphs and planet, people and partnership objectives sections in this report (see [pages 18–47](#) for more details).

This year, we have added new green finance scorecard targets (see [page 11](#) for details). These targets are in the same areas as some of our CSR targets in order to be consistent. Where our CSR objectives and green finance scorecard targets overlap, we have set the same targets.

Our CSR and green scorecard targets both run in five-year cycles. Our current CSR target cycle runs to 2020. We have just set our green scorecard targets. Their cycle runs to 2023. Over time we will align these cycles. The table opposite summarises our CSR objectives and green scorecard targets. Both 2020 and 2023 targets are shown where our CSR and green scorecard targets overlap.

2017/18 has been a period of review for us. We have refined our reporting processes for our newly merged company, and reset some of our data accordingly. For example, previously we reported our carbon intensity ratios using revenue as a denominator. However, this was affected by currency exchange rate variations. We have moved to reporting this indicator using tonnes

of waste handled as the denominator to avoid such fluctuations. For some of our performance indicators we have already achieved our targets. For example, we have met our >3 day accident target two years early. Where this is the case, we have reset our targets to promote further improvement.

We have also listened to our stakeholders whose feedback has added to our CSR objectives, in particular in the area of energy efficiency and pollution prevention. Our objective setting must respond to the needs of our stakeholders for relevant and meaningful information. Previously we stated some of our CSR targets as percentage improvements, and others as hard numbers. Our stakeholders told us this was confusing, so where practical, we have moved to hard numbers.

This review will continue into 2018/19. We have recently completed our first Pulse employee engagement survey. We will set ourselves a target for improvement here, but we will take the time to consider carefully what would be the most effective and meaningful target. We will also seek to set targets in other key areas. We will report on our progress on further target setting in our 2019 CSR reporting. We welcome further stakeholder input to inform our progress (see [page 50](#) for details on how to contact us).

## CSR OBJECTIVES AND GREEN SCORECARD TARGETS

Performance indicator <sup>1</sup>	2017/18 performance	2020 CSR/ green score-card target	2023 green scorecard target
Recycling rate	<b>66%</b>	70%	N/A
Overall recycling and recovery rate <sup>2</sup>	<b>89%</b>	90%	91%
Carbon avoidance intensity ratio <sup>2</sup>	<b>0.214</b>	0.217	0.220
Site energy use KWh/tonne waste handled	<b>25.1</b>	23.6	N/A
Litres of fuel used per tonne of waste collected <sup>2</sup>	<b>3.15</b>	3.12	3.05
% truck fleet compliant with Euro VI standard <sup>2</sup>	<b>24%</b>	34%	50%
Green electricity production MWh	<b>143,462</b>	213,170	N/A
>3 day workplace accident rate <sup>2</sup>	<b>1,505</b>	1,355	1,130
Overall lost time injury frequency	<b>12.5</b>	8.7	N/A
Accident severity rate	<b>17.4</b>	13.1	N/A
Near-miss close-out rate %	<b>83%</b>	85%	N/A
Adverse community comments per site	<b>1.5</b>	1.4	N/A
<b>CSR and green scorecard overlap target</b>	2020 and 2023 targets shown		

1. For definitions of performance indicators see relevant specific sections of this report

2. Indicators shaded in green are both CSR and green finance scorecard targets. Only these indicators have 2023 targets. 2023 targets are not applicable for other indicators.

# PLANET

We give new life to used materials. This helps to protect the world's limited resources and preserve the planet for future generations. Our work puts us at the heart of the circular economy

# A STRONG AND STEADY PERFORMANCE

We have achieved incremental, but solid improvements across our environmental KPIs and are on track to achieve our long-term objectives

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

We handled 14.02 million tonnes of waste in 2017/18. This was 4.5% down on last year for various reasons, including reduced throughput at some of our plants. Our overall recycling and recovery rate rose 1% to 89%, buoyed by an increase in materials recovered for energy production from waste to 3.19 million tonnes from 3.09 million tonnes last year. Our recycling rate reduced by 1% on the year to 66%, mainly as a result of a difficult market. The Chinese government's decision in December to ban the import of certain grades of plastic for recycling has had a particular effect.

We continued to make a positive impact on our carbon footprint, reducing our emissions. Our carbon avoidance activities slightly decreased, mainly due to a reduction in the amount of waste handled.

Despite reductions in throughput and difficult market conditions in the short term, we remain on track to achieve our restated 2020 targets of a 70% recycling rate and a 90% recycling and recovery rate. And we're pleased to report that our long-term performance remains on an improving trajectory across our key performance indicators (KPIs): our recycling and recovery rate, carbon avoidance intensity ratio, site energy use efficiency and green electricity production.

Our green energy production activities have helped us to achieve a negative carbon footprint at our site in Zoeterwoude in the Netherlands this year. And we are seeking to reduce our carbon emissions even further by optimising our waste collection routes in the Randstad area of the Netherlands as part of our efforts to deliver synergies from our 2017 merger. You can read more about these initiatives on [pages 21 and 24](#).

Protecting the environment is at the heart of what we do. We are proud of our already high rates in areas such as recycling and recovery, and we are committed to, and passionate about, achieving the challenging targets we have set for ourselves over the coming years.



90%

WE'RE ON TRACK TO ACHIEVE OUR 2020 RECYCLING AND RECOVERY TARGET OF 90%

## RECYCLING AND RECOVERY PERFORMANCE<sup>1</sup>

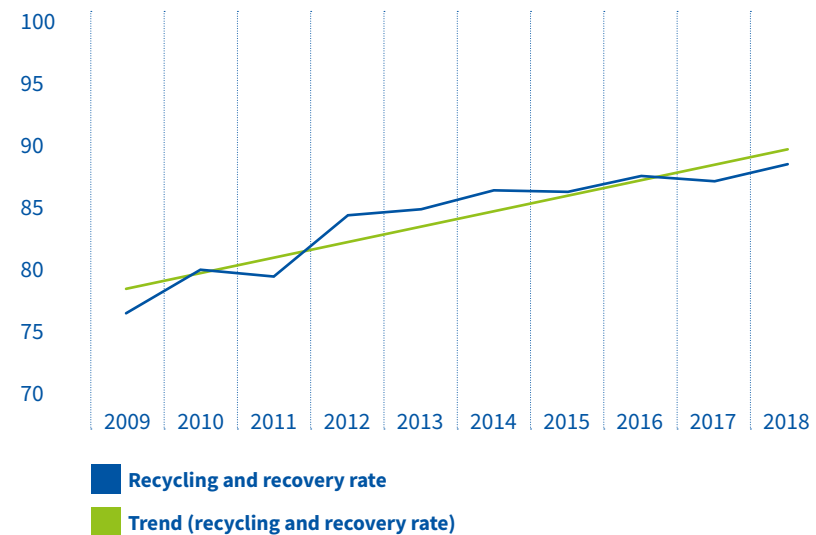
Our vision is to be the leading waste-to-product company. Our recycling and recovery performance is key to this. The table below shows how much waste we received at our sites, and how much of this was recycled and recovered rather than being disposed of.

	2016/17	2017/18
<b>Total waste handled at sites (million tonnes)</b>	14.68	<b>14.02</b>
<b>Materials recycled (million tonnes)<sup>2,3,4</sup></b>	9.78	<b>9.30</b>
<b>Materials recovered for energy production from waste (million tonnes)<sup>2,3</sup></b>	3.09	<b>3.19</b>
<b>Total materials recycled and recovered for energy production (million tonnes)</b>	12.87	<b>12.49</b>
<b>Recycling as % of total waste handled</b>	67%	<b>66%</b>
<b>Recycling and recovery as % of total waste handled</b>	88%	<b>89%</b>

1. For our 2017 reporting we calculated our waste statistics using data from our two legacy companies, summing this to give totals. For our 2018 reporting we have calculated our waste statistics on a fully merged basis. This includes the removal of internal waste transfers between our sites which may have formerly been operated by Shanks or Van Gansewinkel. This avoids double counting. We have recalculated our 2017 data to allow valid year-on-year comparison, and restated our 2017 waste statistics accordingly
2. Recycling is materials given a 'second life' for reprocessing into new goods/materials. Recovery is waste used for energy production such as production of waste derived fuels, bio-mass and similar
3. Includes water recovery and moisture loss during treatment for some technologies employed
4. Reduction in recycling tonnage largely the result of reduced throughput at ATM

## LONG-TERM RECYCLING AND RECOVERY RATE

% of waste handled



## CASE STUDY: SOLAR PANELS

# TAKING THE LEAD IN GREEN ENERGY

At two sites, in the Netherlands and the UK, Renewi is innovating in the production of green energy. Generating solar energy is one way we are doing this.

More than 1,000 solar panels have been installed at our Zoeterwoude site in the Netherlands. Together, they produce 260,000 kWh of green electricity annually, which exceeds the site's total energy use and avoids 170 tons of CO<sub>2</sub>. The idea for the project came from Joost van Gils, Safety, Health, Environment and Quality (SHEQ) Manager.

"Plans were in place for our new site in the location where we are now based," he explains. "One of the first questions I asked was whether we'd considered placing solar panels, and if so whether that was included in the construction plans."

Joost's suggestion was received with enthusiasm by Chief Executive Officer Peter Dilnot and Chief Financial Officer Toby Woolrych. "We arranged a tour of the site and discussed the idea with Toby and Peter," Joost remembers. "Their reaction was, 'Do it!' I really valued the way they embraced my idea and empowered us to make this happen and, of course, the business case was there as well."

The solar panels were supplied by Solar Access, and a government subsidy was obtained for their installation. The site has realised a CO<sub>2</sub> reduction equal to the amount of electricity it uses, and surplus power produced is returned to the grid.

Meanwhile, Renewi's Waste Treatment Centre in Derby has secured green subsidies in the form of Renewable Obligation Certificates (ROCs), a

government-funded financial support mechanism awarded by UK energy regulator Ofgem to large-scale renewable electricity projects in the UK. They aim to increase the proportion of electricity supplied from renewable sources. The Derby Waste Treatment Centre will generate electricity both for the national grid and additionally to power the facility itself, making it self-sufficient.

The facility comprises a Mechanical Biological Treatment operation, a recycling plant and a gasification unit. All stages of the process create valuable resources from the waste. Up to 98% of the residual waste managed at the facility will be diverted to new raw materials, which will also generate enough green electricity to power approximately 14,000 homes.

James Priestley, Managing Director of Renewi's Municipal Division, says: "We are delighted to have been awarded this important accreditation, another significant milestone achieved in this project. Not only does this bring financial support to the project, it also shows how we are using innovative technologies to operate sustainably and create valuable products from waste. We are looking forward to completing the final stages of commissioning and to providing first class, sustainable waste services for the people of Derby and Derbyshire."

These are just two of the ways in which Renewi is affirming our commitment to addressing some of the main environmental problems facing society today: reducing waste, avoiding pollution, and preventing the unnecessary use of finite natural resources.

## 260,000

THE KWH OF  
GREEN ELECTRICITY  
PRODUCED BY  
THE SITE'S SOLAR  
PANELS



## OUR CARBON PERFORMANCE

It takes energy to recycle and recover waste, such as electricity to power our recycling machinery and fuel for the trucks we use to collect waste. This energy use has a carbon emission impact. Some of our technologies also emit carbon directly. However, when we recycle and recover waste, there is a carbon avoidance benefit compared to the use of virgin raw materials or fossil fuels. The tables below show our carbon emissions and the carbon avoidance benefit of our activities. The bottom table shows our carbon emission and avoidance benefit ratios per tonne of waste we receive, which is a more accurate measure of our carbon performance. While, in the end, our recycling results in a CO<sub>2</sub> avoidance far bigger than our own emissions, we are dedicated to lowering our own footprint. Therefore we are, for example, investing in a greener collection fleet.

	2016/17	2017/18
<b>CARBON EMISSIONS FROM OUR ACTIVITIES (CO<sub>2</sub> EQUIVALENT '000 TONNES)<sup>1</sup></b>		
<b>Process based emissions</b>		
Emissions from green composting	41	<b>42</b>
Emissions from hazardous waste treatment	304	<b>254</b>
Emissions from landfill	94	<b>94</b>
Emissions from mechanical biological treatment (MBT)	71	<b>67</b>
<b>Transport based emissions</b>		
Fuel used by waste transport vehicles	111	<b>110</b>
Business travel (cars, trains, flights, etc)	7	<b>7</b>
<b>Energy use emissions</b>		
Electricity used on sites and in offices	116	<b>116</b>
Gas used on sites and in offices	20	<b>20</b>
Fuel used on sites for plant and equipment/heating	32	<b>32</b>
<b>Total emissions from significant sources</b>	<b>797</b>	<b>741</b>

	2016/17	2017/18
<b>CARBON AVOIDANCE AS A RESULT OF OUR ACTIVITIES</b>		
Renewable energy generated	63	<b>56</b>
Waste derived fuels produced and sold <sup>2</sup>	983	<b>946</b>
Materials separated for re-use/recycling <sup>2</sup>	1,823	<b>1,699</b>
Energy from waste used on site as a fuel	349	<b>305</b>
<b>Total potential avoided emissions</b>	<b>3,218</b>	<b>3,006</b>
<b>CARBON EMISSIONS AND AVOIDANCE INTENSITY RATIOS<sup>3</sup></b>		
Million tonnes greenhouse gases emitted (CO <sub>2</sub> equivalent) per million tonnes waste handled	0.054	<b>0.053</b>
Million tonnes greenhouse gases avoided by our activities (CO <sub>2</sub> equivalent) per million tonnes waste handled	0.219	<b>0.214</b>

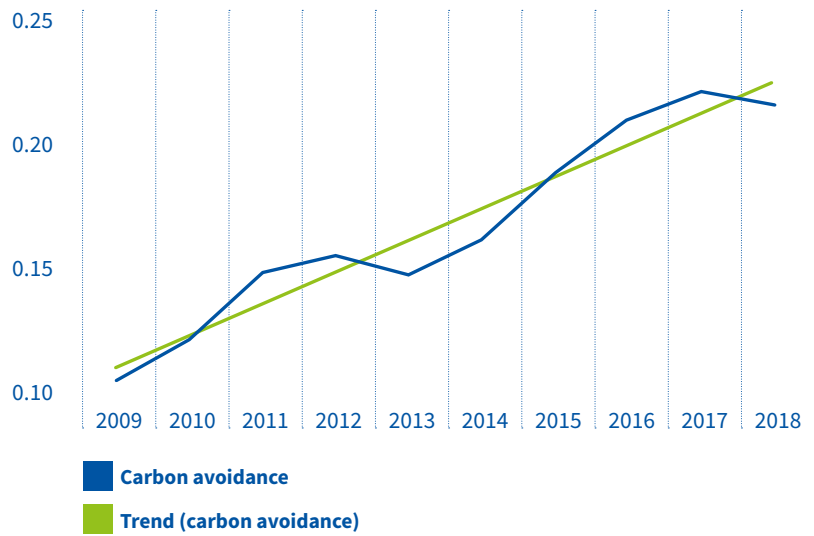
1. Figures rounded to nearest 1,000 tonnes – totals may reflect rounding. Some data based on carbon 'factors'. These vary from country to country and are periodically updated, such as by Government agencies

2. See footnote to recycling and recovery performance table. Restatement of waste data also affects carbon avoidance from recycling and recovery. As a result, some of the data above relating to carbon avoidance from recycling and recovery is also restated

3. In previous years Renewi used unit of revenue as the denominator to calculate intensity ratios. However, this use was affected by variables such as currency exchange rates. For 2018 we have moved to using tonnes of waste handled as a more appropriate denominator, less affected by variables such as exchange rates. 2017 data above has been recalculated to allow year-on-year comparison

### LONG-TERM CARBON AVOIDANCE PERFORMANCE

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





## CASE STUDY: ROUTE OPTIMISATION

## A GREENER FLEET

Following the merger of Shanks and Van Gansewinkel (VGG) in 2017, the creation of Renewi allowed us to develop an overarching group strategy centred around delivering synergies that will not only enable sustainable growth but also support our commitment to preserving the planet. Fundamental to the direct synergies we have committed to deliver is waste collection truck route optimisation, which will significantly reduce our environmental footprint. The route optimisation process will involve the integration of the current Shanks and VGG routes to new Renewi routes.

At the time of the merger, we identified significant areas of logistics overlap between the two businesses, principally in the Randstad area of the Netherlands, where we identified opportunities to reduce our fleet size and hence our environmental impact.

Harm Muller, Integration Project Leader in our Commercial Netherlands Division, says: "Before the merger, a team of specialists investigated the possible synergies coming out of the union. Key among these was rationalising the trucks the two companies ran every day to hundreds of customers in the same parts of the Netherlands. They both had trucks on

the roads, driving on the same streets to the same villages and cities. Once we optimise and integrate the routes, each route will be served by only one Renewi truck."

The expectation is that 22 trucks will no longer have to drive on these routes, delivering a saving of over 837,000km in mileage and over 420,000 litres of fuel. By reducing the number of trucks on the roads, we will also be helping to make the communities where we work quieter, cleaner, safer places to live.

In addition to doing things more efficiently with route optimisation, we are also investing significantly in replacing older vehicles with new vehicles, making our truck fleet more sustainable with less emissions.

We have been through a significant period of change since our merger with the launch of a complex integration programme across the Benelux. The integration involves much more than the delivery of cost synergies: by reducing the size of our fleet, the number of kilometres our vehicles cover and the amount of fuel we use, we are significantly reducing our carbon emissions and our impact on the environment.

420,000  
LITRES OF FUEL  
SAVED AS PART OF  
ROUTE OPTIMISATION



## RESOURCE EFFICIENCY, GREEN ELECTRICITY, SPILLS AND FLEET EMISSIONS PERFORMANCE

It takes energy to recycle and recover waste, electricity to power our recycling machinery and fuel for the trucks we use to collect waste. The table below shows this energy consumption as raw data. Some of our operations produce green electricity directly. The table below also shows this.

	2016/17	2017/18
<b>Electricity consumption (MWh)</b>	200,503	<b>203,947</b>
<b>Gas used at sites and offices (litres used as MWh equivalent)</b>	21,520	<b>24,687</b>
<b>Fuel (such as diesel) use at sites and offices (litres used as MWh equivalent)<sup>1,2</sup></b>	123,435	<b>122,641</b>
<b>Total energy use at sites (MWh)</b>	345,458	<b>351,275</b>
<b>Fuel used by waste collection vehicles (*000 litres)</b>	37,803	<b>37,199</b>
<b>% of waste collection / transport truck fleet compliant with Euro V1 Standard<sup>3</sup></b>	N/A	<b>24%</b>
<b>Green electricity generated (MWh)</b>	174,373	<b>143,462</b>
<b>Significant spills at sites – number of reported spills required by permits<sup>4</sup></b>	31	<b>50</b>

1. Includes diesel used in heavy mobile plant and static plant and machinery, plus oil etc used for heating

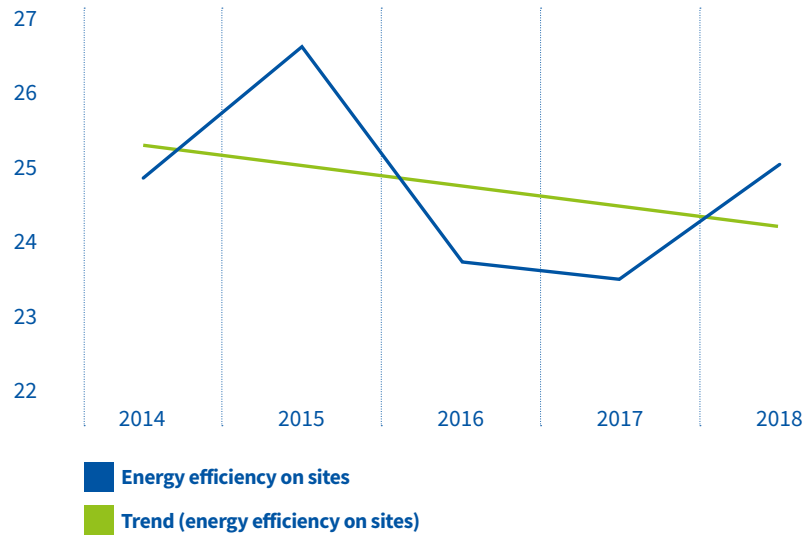
2. In previous reports fuel use on sites was expressed as litres. For 2018 this has been converted to kilowatt hours to allow comparison with other site energy use and total site energy use calculation

3. New indicator – data for 2017 not available

4. Spills are those required to be reported by environmental permits

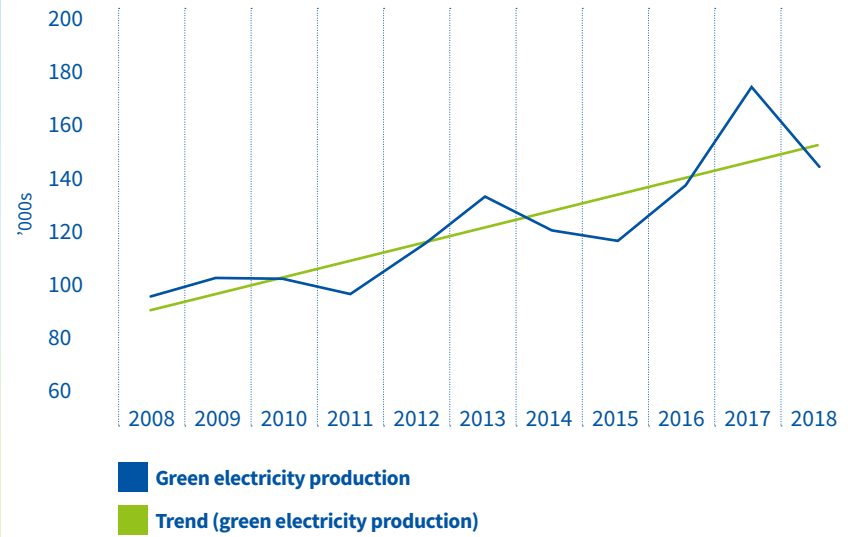
### LONG-TERM SITE ENERGY EFFICIENCY

Energy use on sites in KWh per tonne of waste handled



### LONG-TERM GREEN ELECTRICITY PRODUCTION

MWh of green electricity produced



# OUR OBJECTIVES

We report on our CSR key performance indicators (KPIs). For those indicators which are the most material to our stakeholders, we set ourselves objectives for improvement. These objectives are set in five-year cycles, our current cycle ending in 2020. These are our recycling and recovery, and carbon avoidance objectives



## RECYCLING AND RECOVERY OBJECTIVES<sup>1</sup>

	OUR PERFORMANCE IN 2017/18	OUR TARGET TO ACHIEVE BY 2020
<b>Recycling rate</b> (% total waste handled)	66%	70%
<b>Recycling and recovery rate</b> (% total waste handled)	89%	90%

1. As a result of the restatement of our waste data (see footnote 1 to the recycling and recover performance table on page 20), we have also reset our recycling and recovery targets.

Our recycling and recovery rates are key indicators of our sustainability performance. We set ourselves objectives for both our combined recycling and recovery rate, and our recycling rate (see footnote 2 on [page 20](#) for definitions). For both measures, the higher the %, the better our performance. For 2018 we have reset both of our targets for these measures to account for internal transfers of wastes (see footnote 1 on [page 20](#) for detail). For both measures, we are making steady progress towards our 2020 targets.



## CARBON AVOIDANCE INTENSITY RATIO OBJECTIVES

	OUR PERFORMANCE IN 2017/18	OUR TARGET TO ACHIEVE BY 2020
<b>Carbon avoidance intensity ratio</b> (million tonnes CO <sub>2</sub> equivalent per million tonnes waste handled)	0.214	0.217

Our recycling and recovery activities have a carbon avoidance benefit. In previous reports, we set a target for the total amount of carbon avoidance our activities produce. However, this was affected by the amount of waste we accept at our sites. Carbon avoidance intensity ratio avoids this problem by accounting for the weight of waste we handle. Accordingly, for 2018 we have moved to setting a target for our intensity ratio as being a more accurate indicator of our performance. For this measure, the higher the number, the better our performance. We are making steady progress towards our 2020 target.

# OUR OBJECTIVES continued

We are making progress towards achieving our 2020 objectives on energy efficiency across our sites, green electricity production and reduction of potential pollution produced by our trucks via our proactive procurement of Euro VI standard vehicles



## ENERGY EFFICIENCY, GREEN ELECTRICITY AND FLEET EMISSIONS OBJECTIVES

	OUR PERFORMANCE IN 2017/18	OUR TARGET TO ACHIEVE BY 2020		OUR PERFORMANCE IN 2017/18	OUR TARGET TO ACHIEVE BY 2020
<b>Energy use on sites</b> (kWh per tonne of waste handled)	25.1	23.6	<b>% of waste collection/ transport truck fleet compliant with Euro VI standard</b>	24%	34%
<b>Litres of fuel used</b> (per tonne of waste collected / transported)	3.15	3.12	<b>Green electricity produced</b> (MWh)	143,462	213,170

We recycle and recover waste at our sites, and we collect waste with our trucks. Both these activities use energy – reducing the amount of energy we use has a carbon emissions benefit. To promote improvement in this area, we have set ourselves two new targets: for the energy we use on our sites; and the fuel we use in our waste collection trucks. For both of these measures, the lower the figure, the better our performance. We will track our progress towards these two new targets and report back in 2019.

Concern over pollution from road vehicles is increasing, in particular in city centres. The Euro VI standard seeks to address this issue – Euro VI trucks have lower NOx and particulate emissions. To reflect our

commitment to reducing pollution, we have set ourselves a new target in this area. We have committed to changing a significant portion of our truck fleet to Euro VI. For this measure, the higher the %, the better our performance. We will track our progress towards this new target and report back in 2019.

We have set ourselves a target for our green electricity production for many years. Our stakeholders have told us that they found the % target we have set previously confusing. Accordingly, we have changed this to a hard figure. For this measure, the higher the figure, the better our performance. We are on track to achieve our target by 2020.

## SPECIAL FEATURE

# DELIVERING ON THE PARIS CLIMATE AGREEMENT

We spoke to climate change campaigner, film-maker and polar traveller Bernice Notenboom about her work to keep the world to its promise to limit the average global temperature rise to within 2°C above pre-industrial levels

In 2017, representatives from Renewi joined climate change campaigner Bernice Notenboom and several other companies on an expedition to the Arctic Circle to witness the effects of global warming.

The expedition was organised by 2Degrees, a campaign group set up and led by Bernice to hold governments and organisations accountable to the 2015 Paris Climate Agreement. The agreement aims to keep the increase in global average temperature to below 2°C above pre-industrial levels. As part of its work, 2Degrees has hosted two Arctic expeditions for senior executives in the hope of encouraging them to take action within their own companies to tackle climate change.

During the 2017 expedition, Renewi held a workshop on the circular economy. Since then,

having seen the effects of climate change firsthand, sustainability has become an even greater priority for Renewi. We have implemented a number of initiatives, including setting stretching sustainability targets and investing in a greener truck fleet, to contribute to a more sustainable future.

Here, Bernice shares her thoughts on the challenge ahead and what we need to do to tackle it.

## Q How would you sum up what is happening to our environment?

I've been doing Arctic expeditions for a very long time. Last year was exactly 10 years since my first North Pole expedition. In those 10 years, I've seen things change a lot. Different atmospheric systems are happening, the oceans are warmer, ice is forming much later. We really need to pay attention

SINCE THE 2017 EXPEDITION, SUSTAINABILITY HAS BECOME AN EVEN GREATER PRIORITY FOR RENEWI



## SPECIAL FEATURE

DELIVERING ON THE PARIS CLIMATE AGREEMENT *continued*

to what's happening in the Arctic because here a temperature change is directly visible and it's 10 times worse up there than anywhere else.

What is happening in the Arctic has direct implications for all of us because the Arctic is our air conditioning for the world. Ice regulates temperature everywhere; without it, our planet will warm. Right now we have a nice, comfortable average global temperature of about 16.5°C. Without any ice we'll see a spike.

### Q What should consumers, companies and governments start to do to tackle this?

Start is a good word. There is a lot of discussion and planning, but to stay under two degrees of global temperature rise above pre-industrial levels, we need to start implementing measures to make that

transition now. We're not doing that. We have an economic comeback. Companies are making more profit because people have more spending money. We see growth in travel, more traffic jams, more car sales. We are still spending in ways that are not good for our climate.

Companies always look at the return on investment. The new business model should really be about values and not necessarily about money. Is this return good for the Earth, or is this good for the sustainable growth of my company, or does this give happiness to the people that work for me?

### Q Are you seeing positive changes coming about as a result of your expeditions?

Yes. Renewi, for instance, came up with this idea to ask an architect specialised in sustainability to

## WHAT IS HAPPENING IN THE ARCTIC HAS DIRECT IMPLICATIONS FOR ALL OF US

help improve the recycling of trains by looking at all components in a different way. In the old days, when a train was about to retire they would recover the steel etc, but now they strip them completely of all their recyclable materials and they refit them and they go right back into the system. That's an example of how two big corporations, Renewi and Dutch Railways, can work together. We need more of those collaborations, more of those kinds of partnering where companies can benefit from each other's skills and product and knowledge.

The tough part is to really stick with it. We need to make sure that things are followed through and followed up. Calling companies together again to share progress is one way of making sure they are progressing, but mostly it has to become their DNA; wanting to become completely sustainable.

### Q What have you learnt from your expeditions with these companies?

That it's not so easy to change. If you start a business now, you would be sustainable from the get-go. But that's not the world that we live in. Fossil fuel companies, steel companies, oil and gas companies – these are the ones that find it the hardest because you undermine their business model and their very existence. This is where the ultimate challenge is. These kinds of corporations have the know-how, the talent, the money, the infrastructure – all they need is a willingness to change, and that takes courage and risk. If there is a willingness to change, then there is also a way.

# 16.5°C

THE AVERAGE GLOBAL TEMPERATURE OF 16.5°C WILL SPIKE WITHOUT ANY POLAR ICE

Renewi joined 2Degrees on an expedition to the Arctic Circle to witness the effects of global warming first hand



## SPECIAL FEATURE

DELIVERING ON THE PARIS CLIMATE AGREEMENT *continued*

**Q Renewi is supportive of the work that you're doing and committed to being a part of the circular economy. What more can it do to help tackle climate change?**

Renewi was in a really great position to begin with because it was a trash collector 20 years ago and now it's a recycler and moving towards a circular business model. There is a lot of opportunity in our trash with recycling and renewing our products which can help to reach our climate goals as well by saving CO<sub>2</sub> and preventing depletion of natural resources.

Renewi can help to solve the challenges we face in plastics, there are so many complex plastics in everything from packaging to high-end products. To substitute plastic for other, recycled materials is not easy – that requires a lot of research. I think Renewi could be a great market leader in this area.

**Q Should companies be rewarded with carbon credits for using recycled secondary raw materials?**

It has to be end-to-end. It has to come from government subsidies via CO<sub>2</sub> credits, but we as consumers also have to demand that our products are made from recycled materials. I give a lot of lectures to younger people and the new generation has a different mentality, they don't want to work

for an oil company because they don't want to be associated with it. They will probably be the ones demanding more use of recycled materials.

**Q How hopeful are you that we will meet the two degrees target?**

Climate change is the biggest challenge we have faced as humans. We have never had this kind of experience in our life, so we all have to decide together what is the best step for the world to take. That, of course, is the Paris Agreement. Doing nothing is simply not an option.

RENEWI IS IN A  
REALLY GREAT  
POSITION BECAUSE  
IT'S A RECYCLER  
MOVING TOWARDS  
A CIRCULAR  
BUSINESS MODEL



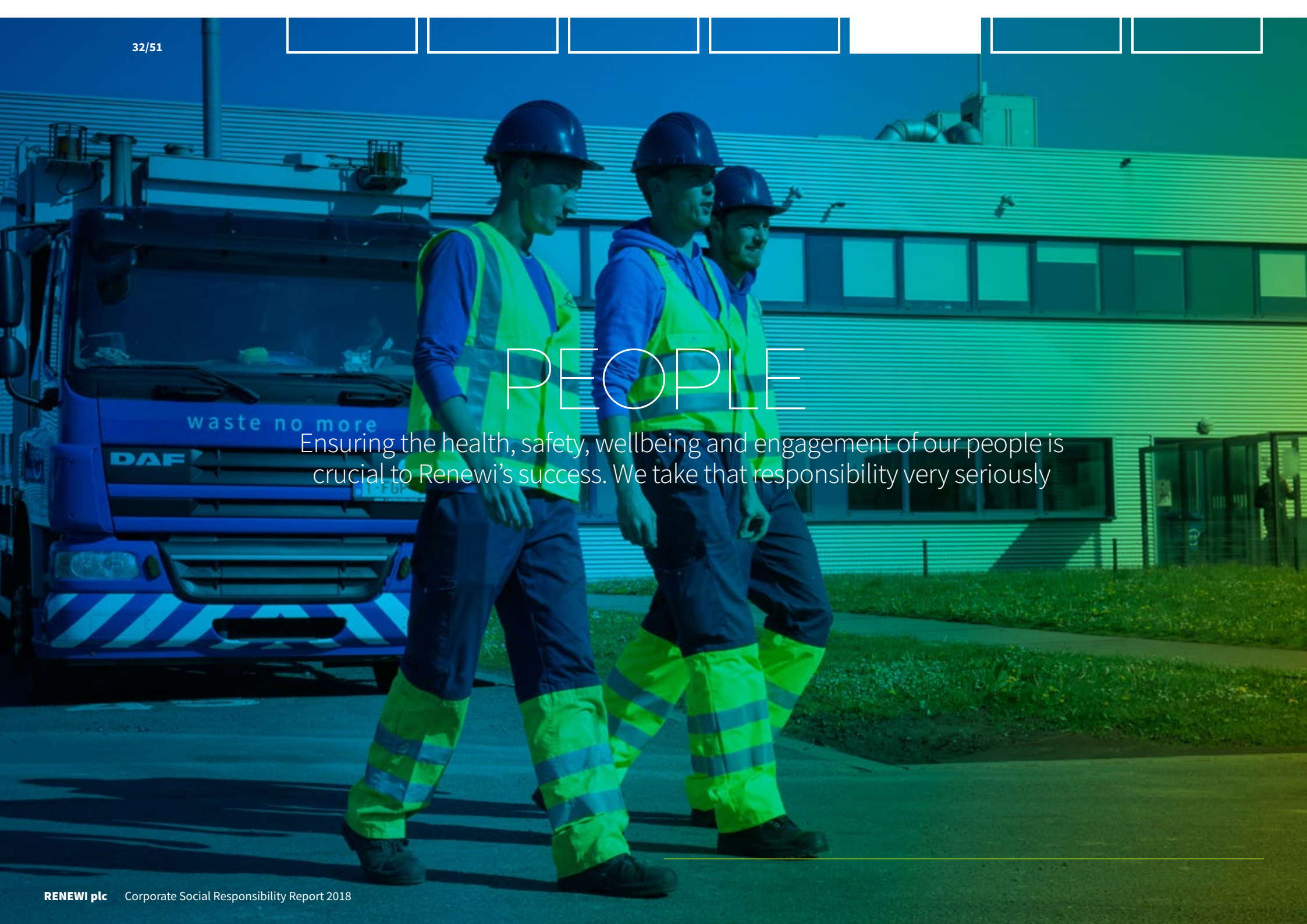
**Q What personally drives you to dedicate your life's work to raising awareness about climate change?**

Because I'm a polar explorer, I'm always in these environments that are so vulnerable to climate change. The places that you love so much see change so quickly that you wonder what the factors are.

Around 90% of humans live in cities along the coast. For them, nature is somewhere else, but we need that nature and biodiversity to function. That disconnection that we have by living in these cities and not having any kind of respect for nature is something that I try to bring back to people, because I'm convinced that if you go and spend a couple of weeks in the Arctic or the Amazon rainforest, you will be a different person. You will think differently about nature and your time on Earth. Because it gives you so much, you have to give something back – especially if you're in a position of being a CEO of a big company and you can make change happen.

Bas Blom, Managing Director of Renewi's Monostreams Division, joined Bernice Notenboom and others on the polar expedition in 2017





# PEOPLE

Ensuring the health, safety, wellbeing and engagement of our people is crucial to Renewi's success. We take that responsibility very seriously

# KEEPING OUR TEAMS SAFE AND ENGAGED

We are making steady progress on health and safety, and employee engagement and diversity

Ensuring the health, safety and wellbeing of our people and their full engagement with Renewi is crucial to our success. We are proud to have that responsibility and we take it very seriously. This is why 'Safe' – and our mantra of 'Safety above all else' – is the first of our six core values that underpin what we are and how we act.

This focus is feeding through to our health and safety performance figures. We are pleased to report a 14% improvement in our >3 day accident rate – accidents that result in an employee being off work for more than three days. Our accident severity rate also improved significantly on the year, down from 31.6 to 17.4.

While this improvement in overall performance on safety is welcome, it is no recompense for the two fatalities that have occurred. We lost one of our colleagues in an accident at Reym earlier this year and one of our Belgian employees was tragically involved in a fatal road traffic accident in April 2017. Our safety record is getting stronger, but there is still more to do. We have a clear plan of action in place.

In 2017, we produced Renewi's first Safety Priority Plan. Approved by our Executive Committee and

Board, the plan focuses on our key risk areas and features a series of initiatives designed to improve our management of those risks.

These initiatives include:

- ▶ Revising and improving our safety leadership scheme and rolling it out across the Group (see [page 34](#) for more details about this scheme)
- ▶ Training more than 60 of our local safety personnel on key risk areas such as machinery safety and fire risk
- ▶ Conducting audits on machinery lock-off and fire risk management at more than 100 sites, resulting in improvement plans and actions across all of our sites
- ▶ Producing and cascading guidance and standards on our key risk areas to all employees

We have made good progress on this plan, as demonstrated by the improvement in our health and safety performance figures. We will continue with, and expand on, the plan to ensure that we continue to improve through the coming year.

Further initiatives in the pipeline include:

- ▶ Carrying out targeted on-site traffic safety audits and employee engagement sessions at all sites
- ▶ Implementing employee engagement schemes aimed at involving our entire workforce in safety improvements
- ▶ Implementing our SHEQ (Safety, Health, Environment and Quality) covenant, which sets the basic safety standards we expect from all of our operations
- ▶ Spreading our safety leadership scheme down through management to local level

As a result of good performance on health and safety over the past three years, we have already achieved our 2020 targets on key performance indicators (KPIs) such as our >3 day accident rate, accident severity rate and near-miss close-out rate by significant amounts. To promote further improvement, where we have overachieved against target, we have reset these targets to make them even more ambitious.



## CASE STUDY: SAFETY LEADERSHIP SCHEME

# MAKING WORK SAFER

The health, safety, wellbeing and engagement of our people is a top priority at Renewi, and a responsibility we take very seriously. Waste management remains a high-risk industry and, while employee attitude is critical to improving safety, leadership is key in defining employee attitude.

Under our safety leadership scheme, all senior leaders are required to carry out at least two dedicated health and safety visits every quarter. This ensures direct engagement between those in leadership roles and our operational employees.

At ATM, there is a strong focus on safety leadership. ATM is one of Europe's largest sites for the treatment of contaminated soil and water, as well as for the disposal of a broad range of hazardous waste such as waste paints and solvents, and this is a market in which safety is of paramount importance.

## Site safety visits

Aad van Marrewijk, Managing Director of ATM, has carried out more than 100 of these visits in the past year, making him Renewi's top performer for safety leadership tours.

"I make a habit of going out at least twice a week, to observe, inform, see if there is anything I can do to help and listen to any problems people might have as regards safety," he says. "When people think there are unsafe situations or they think things could be improved, I then use the system we have in place to make sure they are followed up on."

But the visits go beyond the practicalities of health and safety: they are about engaging with employees, listening to them and learning from their experiences.

This engagement is what makes safety leadership tours far more powerful than any number of safety weeks, videos, posters or talks, which can sometimes be perceived as a 'top-down' instruction. Leadership is about communicating what is really important to us: making sure all our people go home safely at the end of their working day.

## WHILE EMPLOYEE ATTITUDE IS CRITICAL TO IMPROVING SAFETY, LEADERSHIP IS KEY IN DEFINING IT

"I have learned from this process that you don't have to tell people about safety," Aad says. "Everyone has a natural drive to be aware of danger and risk. So thinking about safety comes from the bottom up, not from the top down. If they feel they are in an environment where they are listened to and know their safety is taken seriously, then practices improve and people look out not only for themselves, but for their colleagues as well."

## Prioritising our people

Throughout all Renewi's divisions, we prioritise our people and want them to know that they have an important role to play within our organisation. The more valued people feel, the more openly they will communicate, not only with our leadership team but also with their colleagues. This creates a culture of open, trusting communication around safety issues.



## HEALTH AND SAFETY PERFORMANCE

Safe is our first value and our top priority. Ultimately, 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. The number of near-misses our employees raise and how effectively we close these out is a key leading safety indicator. The table below shows both our accident and near-miss performance.

	2016/17	2017/18
<b>SAFETY PERFORMANCE INDICATORS<sup>1</sup></b>		
Number of fatal accidents <sup>2</sup>	0	1
Number of >3 day accidents	128	108
>3 day accident rate	1,750	1,505
Number of lost time injuries (LTI)	158	172
LTI frequency rate	10.9	12.5
Severity rate	31.6	17.4
Number of near-misses raised	13,473	10,934
Number of near-misses closed out	10,750	9,097
Near-miss close-out rate	80%	83%

1. Minor restatement of some 2017 data as the result of analysis of merged company data during the year

2. In addition to the above workplace accidents, one of our waste truck drivers was involved in a fatal road traffic accident in April 2017

### Key

>3 day accident: Accident which results in a person being off work for more than three days

>3 day accident rate: Number of >3 day accidents / FTE x 100,000 = rate

LTI (lost time injury): Accident which results in a person being off work for a day or more

LTI frequency rate: Number of LTIs / total number hours worked x 1,000,000 = rate

Severity rate: Total number of days lost as result of accidents / total number of LTIs

Near-miss: An accident which 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 %



Our top priority is getting our people home safely. We have embedded safety into our culture by making Safe our first value and top priority

# A DIVERSE WORKFORCE

We are a diverse and vibrant team and we are putting initiatives in place to increase our levels of diversity and equality

We benefit enormously from our diverse teams. Our people come from different backgrounds and cultures, creating a vibrant workforce that can learn from one another. One of our six core values is 'Together', which means that we are always open and respectful to each other.

We are an equal opportunities employer, which means full and fair consideration is given to applications from, and the continuing employment, career development and training of, disabled people.

As part of our Renewi culture, we are working on new ways to attract more women and focus on their progression within the Group.

Around 16% of our workforce is female, with approximately 1,153 women employed. This is a typical proportion in our industry. As part of our evolving Renewi culture, we are working on new ways to attract more women to join our business. We currently have two female Board members following the appointment of Jolande Sap on 1 April 2018.

In April, the UK Government started to enforce regulations for annual Gender Pay Gap Reporting (GPGR) for UK companies with more than 250 employees. For our UK trading entity (Renewi UK Services Limited), the data suggests that, although our total female population employed is significantly lower than our total male population, the difference within the mean pay gap category is negligible. The full GPGR can be found on our website: [www.renewiplc.com](http://www.renewiplc.com). Measurement of the gender pay gap across the rest of our business has revealed a similar position.

As part of our commitment to diversity, we teamed up with the Belgian Public Centre for Social Welfare this year to offer training and employment opportunities to vulnerable and disadvantaged members of the community. You can read more about this work on [page 37](#).

During the year, we reviewed our policies on combating the possibility of human trafficking and slavery in any of our businesses or supply chains. In compliance with the Modern Slavery Act 2015, our statement on this matter is considered and approved by the Board on an annual basis and can be found on our website: [www.renewiplc.com](http://www.renewiplc.com).



Over 75% of our employees who responded to our Pulse survey are engaged with their job and committed to Renewi

## ENGAGING OUR EMPLOYEES

This year, we conducted our first Renewi-wide employee engagement survey to establish our baseline of engagement and set improvement objectives. The survey, called Pulse, was completed by more than 62% of our workforce in March 2018.

The results showed that, in general, our people enjoy their work and working together, are satisfied with their manager and conditions at their workplace and are proud to work at Renewi. Over 75% of employees who responded to the survey are engaged with their job and committed to Renewi.

A number of areas for improvement were identified by the survey. Employees do feel that safety is a priority; however, further improvement and action is needed on safety-related measures. Our people also want more communication, more learning and development opportunities, further recognition and praise, and want to feel that their opinions and ideas are taken into consideration.

We will use these results to create team-managed action plans to help us improve together for the future.

## CASE STUDY: EMPLOYMENT

# OFFERING NEW OPPORTUNITIES

Renewi employs around 7,000 permanent employees across our businesses in the Netherlands, Belgium, UK, Hungary, Germany, Portugal, France, Germany, Luxembourg and Canada. All our people have a part to play in maintaining our success as a leader in our industry, so we pride ourselves on providing a safe and inspiring workplace where people have the opportunity to grow and thrive.

Within Renewi, there are many people who are motivated and keen to move up the organisational ladder, and we take pride in offering them the opportunity to undertake training to do so. More and more of our people are taking this chance, and gaining the qualifications they need to advance within our organisation. For example, at Renewi Belgium, colleagues working as loaders or chargers are offered free driving tuition, with a guaranteed job as a driver if they pass their test successfully. Others have qualified as crane operators or wheel loaders.

But it's not only people already employed at Renewi who can benefit from the opportunities we offer. At our Lokeren plastics site, we recently undertook an Article 60 Employment Project in collaboration with the Belgian Public Centre for Social Welfare. The project set out to offer opportunities to candidates who are entitled to receive an integration wage or are in receipt of state benefits, who don't speak our language, aren't familiar with our work culture, or have a lower level of education.

The aim of the project is that within one year, the candidates will have a good grounding in many of the basic skills, including communication, timekeeping and administration. But it is not only the candidates who benefit. Renewi has found much-needed people to fill vacancies on the sorting line at Lokeren. And our community benefits enormously by offering opportunities to some of their most vulnerable and disadvantaged members.



We take real pride in giving our dedicated and motivated people the chance to move up the organisational ladder by offering them training and development

## PEOPLE PERFORMANCE INDICATORS

Our people are our most valuable resource. We demonstrate this through a focus on issues such as employee wellbeing and diversity. The table below shows our basic people performance. All figures are expressed as FTE (Full Time Equivalent), unless stated otherwise.

	2016/17	2017/18
<b>Total number of permanent employees<sup>1</sup></b>	7,077	<b>7,100</b>
<b>Number of male permanent employees</b>	6,048	<b>5,947</b>
<b>Number of female permanent employees</b>	1,029	<b>1,153</b>
<b>Number of male statutory plc Board directors</b>	7	<b>6</b>
<b>Number of female statutory plc Board directors</b>	1	<b>2</b>
<b>Number of male senior managers<sup>2</sup></b>	N/A	<b>289</b>
<b>Number of female senior managers<sup>2</sup></b>	N/A	<b>76</b>
<b>Number of operational permanent employees<sup>2</sup></b>	N/A	<b>4,831</b>
<b>Number of administration, managerial and support employees<sup>2</sup></b>	N/A	<b>2,269</b>
<b>Permanent employee turnover (%)</b>	9.7	<b>4.9</b>
<b>Number of non-permanent employees</b>	1,365	<b>1,143</b>
<b>Total employee absenteeism from work (% of available days)</b>	5.2	<b>4.6</b>

1. The total number of people at Renewi exceeds 8,000 when temporary workers are also taken into account

2. New indicator – data for 2017 not available



4,831  
THE NUMBER  
OF PERMANENT  
EMPLOYEES ACROSS  
RENEWI IN AN  
OPERATIONAL ROLE

We value everyone's role and contribution within the company and focus on the wellbeing of our most valuable resource – our people

# OUR OBJECTIVES

We report on our CSR KPIs. For those indicators which are the most material to our stakeholders, we set ourselves objectives for improvement. These objectives are set in five-year cycles, our current cycle ending in 2020. These are our health and safety objectives



## HEALTH AND SAFETY OBJECTIVES

	OUR PERFORMANCE IN 2017/18	OUR TARGET TO ACHIEVE BY 2020		OUR PERFORMANCE IN 2017/18	OUR TARGET TO ACHIEVE BY 2020
<b>&gt;3 day accident rate</b>	1,505	1,355	<b>Severity rate</b>	17.4	13.1
<b>Lost time injury frequency rate</b>	12.5	8.7	<b>Near-miss close-out rate</b>	83%	85%

Our >3 day and total lost time accident rates are measures of how many accidents we have and how frequently we have them (see key on page 35 for definitions). For our >3 day accident rate, we previously set ourselves a 25% improvement target (equivalent to a rate of 1,720) to achieve by 2020. We have overachieved by a significant margin on this target. Accordingly, we have reset this target to promote further improvement. We have not achieved our lost time injury frequency target as yet, and this remains unchanged. For both targets, as a result of stakeholder comment, we have moved to quoting hard figure targets rather than % targets. For both these measures, the lower the figure, the better our performance.

Severity rate is a measure of how serious, on average, the accidents we have are – how many days off work result, on average, from our lost time accidents (see [page 35](#) for definition).

Safety is our first value and top priority. For 2018 we have added a new target in this area. For this measure, the lower the figure, the better our performance. We will track our progress towards this new target and report back in 2019.

Near-misses are the accidents that nearly happen. The more near-misses we can address before an accident happens, the less the risk of an accident actually occurring at all – near-miss close-out rate is a measure of how successful we are at this. Previously we had set ourselves a target of 75% close-out. We have overachieved on this target. Accordingly, have reset our target to 85% to promote further improvement. For this measure, the higher the %, the better our performance.



A row of modern brick houses with dark roofs and white window frames, situated behind a pond with reeds. The scene is captured at dusk, with a blue and green color palette. The houses are reflected in the water. The word 'PARTNERSHIP' is overlaid in large white letters.

# PARTNERSHIP

Through our partnerships, we aim to help society towards a more sustainable future. Taking the views of our host communities into account, minimising the impact we have on them and giving something back – through what we do – is important to us

# BEING A RESPONSIBLE PARTNER

We made good progress on reducing our number of complaints per site this year, and continued to take our governance responsibilities seriously

Our actions and our innovations help society towards a more sustainable future. We are committed to playing our part in the circular economy and we have been delighted, this year, to work with a growing number of different groups within society who share our commitment (see opposite).

We also understand that our activities can have an impact on the communities that we operate in. Our goal is to act in partnership with our local communities. As part of this, we aim to be a responsible partner by minimising the impact of our sites on the environment that we share with nearby residents, community organisations and businesses. This year, the number of environmental complaints received by our sites and operations fell significantly – from 482 to 306 – pushing down the average number of complaints per site from 2.3 to 1.5. This was especially the case in our UK and Canada operations. We saw the greatest falls in complaints about odour and the presence of vermin and flies. This was due to an increased focus on the quality of our processes across our sites and an increase in awareness about these issues among our employees.

One example of our focus on quality processes is our new organic biofuels processing facility in Surrey, Canada. The site has a state-of-the-art odour abatement system, which treats more than 200,000m<sup>3</sup> of air per hour. The building is under negative pressure, sucking fresh air in whenever a bay door is opened. With local residents living within 1km of the site, the odour abatement system is critical to our efforts to be a good local partner.

36.5%  
REDUCTION IN NUMBER  
OF ENVIRONMENTAL  
COMPLAINTS  
WE RECEIVED  
THIS YEAR

## HOW WE ARE WORKING WITH OUR PARTNERS TO MAKE THE CIRCULAR ECONOMY A REALITY

**Customers** An increasing number of customers are approaching us to ask for advice about circular thinking and practices. We make sustainable business practices tangible for them and ensure that they meet their sustainability targets through the deployment of smart solutions.

**Start-ups** Through partnerships with innovative start-ups focusing on circularity, we believe we can help to accelerate the transition to a circular economy. We hope the innovation that start-ups bring to the table will help us to increase the number of value products we can extract from waste.

**Authorities** As a market leader and expert partner with the waste-to-product sector, we actively work with national, regional and local authorities to help shape legislation that makes our world more sustainable.

**Consumers** Through campaigns, we make consumers aware of the importance of separating and preventing waste. We also put forward solutions that are tangible and local. This engages the general public and, at the same time, sends out a strong message to politicians, business and industry.

**NGOs** Our vision for protecting the world by giving new life to used materials appeals to many environmental organisations and NGOs. We support them in respect of the attention they pay to socially relevant issues such as climate change and the plastic pollution of our oceans.

### Upholding high standards

We aim to meet global standards in health and safety, environmental management and the quality of our processes. Our formal management accreditations are an important indicator of this. Our number of accreditations decreased this year due to the merger of multiple site-specific accreditations. In the coming years, we plan to rationalise our many different accreditations further into one management system to promote one way of working across our different divisions.

Alongside upholding global standards in our operational processes, we aim to uphold the highest ethical standards in all that we do. As part of this, we offer training and workshops to our employees on how to deal with integrity issues. The number of employees we trained on integrity issues last year increased, even though our focus was on integrating our integrity management processes across the entire organisation. Due to this increased focus and increase in training, the number of times advice was issued to employees and/or management following an integrity notification went up. This is a positive development. Our goal is to further increase awareness of integrity issues and encourage employees to raise concerns that they may have.





## CASE STUDY: PRODUCTS IN SOCIETY

# PUTTING WASTE TO WORK

The businesses in Renewi's Monostreams Division produce materials from waste streams in end markets such as glass, electrical and electronic equipment, organics and minerals. These are used in markets such as food and beverage packaging, electrical and electronics, healthcare, energy, soil fertiliser, and building and construction. Most importantly, they play a role in the everyday lives of people in our communities.

Last autumn, Renewi's Coolrec business began a project with telecommunications company KPN and the KNSB (the Royal Dutch Skating Federation), to recycle the precious metals from discarded mobile phones and turn them into gold, silver and bronze medals. These were awarded at the Dutch Allround and Sprint Championships in January 2018.

Arjen Wittekoek, Director of Coolrec, explains: "All the medals are made of a base of copper and zinc, with the gold and silver ones electroplated with precious metal. There's a lot of metal in mobile phones and the supply of gold and silver was no problem, but we struggled to get enough zinc."

Sourcing the medal ribbons from ethical, sustainable recycled fabric was also a challenge, until Arjen and his team hit on the idea of repurposing old Coolrec flags.

"What began as a marketing and publicity initiative turned into an opportunity to develop

relationships," Arjen says. "We are a recycling company and we had never designed medals before! But the pilot was a great success and we hope to repeat it next year."

A partnership between Renewi's Mineralz business, the municipality of Duiven in the Eastern Netherlands and concrete producer De Hamer has resulted in a sustainable paving tile created from what Paul Dijkman, Director of Mineralz, describes as "the best of the rest".

"Around the world, the residue of the incineration process ends up in landfill," he says. "It's occasionally used to surface roads, but it's generally regarded as a dirty material. Under the recycling green deal agreement with the Netherlands Government, we set a goal of upcycling this 'bottom ash': bringing it higher up in the circular economy, not as a dirty construction material but as a clean one."

The ash is delivered to the Mineralz facility, where any valuable metals are extracted. The remaining 'mineral fraction' is washed and used to make FORZ® granules, a substitute for sand and gravel in concrete products that is itself recyclable.

"Bottom ash did not have a good reputation," Paul says. "But our partners were willing to listen to our ideas and try new things. Now we have a product that is clean, safe and has long-term sustainability."

## CASE STUDY: COMMUNITY ENGAGEMENT

# REACHING OUT TO OUR COMMUNITIES

Waste management operations, even the most sustainable, are often not popular in the neighbourhoods in which they operate. We understand this, and because we take our commitments to society seriously, we realise that our continued success relies on having good relations with residents who live close to our sites, and on listening to what they have to say.

This is why we regularly open our doors to the public so they can visit our sites and see what we do. For example, this year four of our Belgian sites took part in the national day Journée Découverte Entreprises, a scheme to help people learn more about the companies operating in their communities. Our Roeselare, CETEM, Puurs and Evergem sites welcomed a total of around 4,000 visitors through their doors, and colleagues were on hand to answer questions about what we do and share our story about being a leading waste-to-product business and about sustainable waste management. We hosted similar events during the year at other locations in the Benelux region as well as in the UK and Canada.

We also welcome the opportunity to engage with our customers and help them to gain a deeper understanding of what Renewi stands for and what we do. Creating value from waste and seeing it as a raw material for tomorrow is a powerful message to share, so we were proud to showcase it in action at our Lokeren site, where confidential paper is destroyed and recycled in a completely closed supply chain, which is monitored and audited continually.

We also welcomed customers to our site in Puurs, where they had the opportunity to experience the innovative sorting line on which valuable materials are sorted from waste. Each year, the site processes 100,000 tonnes of residual waste, yielding 30,000 tonnes of new raw materials – so one third of this waste is given a second life as a new product, rather than becoming a cloud of emissions.

Of course, it's vital to engage young people with the "Waste no More" message. That's why Renewi was proud to partner with DreamVille, the site where thousands of Tomorrowland festival-goers return to celebrate the festival. At the 2017 festival, we set out to reduce the amount of waste and litter in DreamVille, encouraging guests to recycle as many reusable materials as possible and give waste a new life. Tomorrowland provided 40,000 Recycle Kits to DreamVille guests, and anyone who handed in sorted waste, received stamps that gave them the opportunity to win great prizes.

Of course, once everyone returned home, the clean-up truly began. By providing the right type of storage containers, we, together with de Kringwinkel Ecoso, Love Tomorrow and volunteers, helped to collect 25 tonnes of camping equipment, which can be lent out for use in the future.

These are just some of the ways in which Renewi is reaching out to our neighbours and spreading our Waste no More message.

25  
TONNES OF  
REUSABLE CAMPING  
EQUIPMENT WAS  
COLLECTED FROM  
DREAMVILLE

## COMMUNITY PERFORMANCE

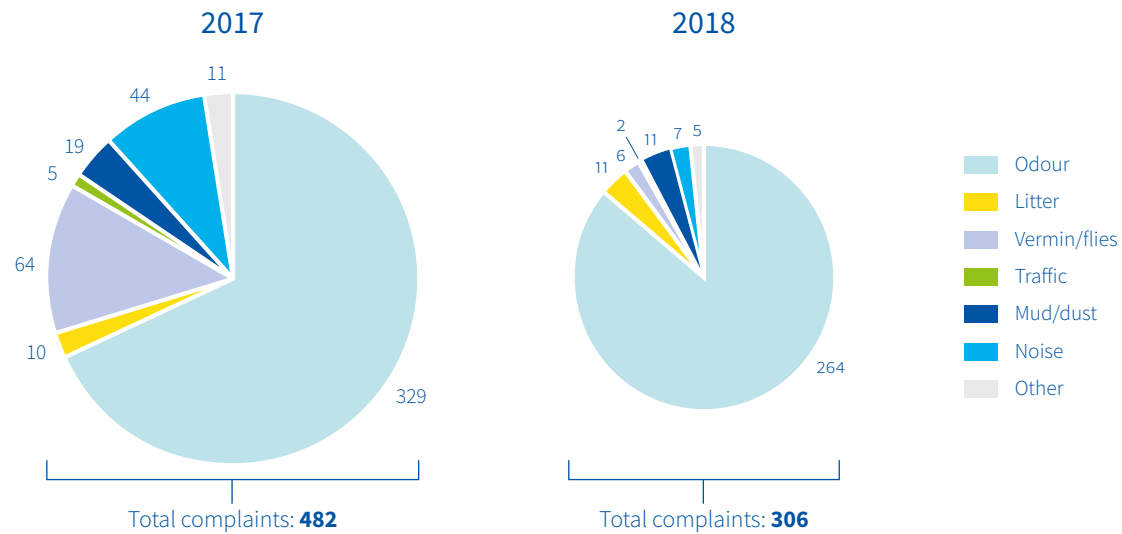
Our activities help society to achieve its sustainability aspirations. However, we understand that our activities can also have an adverse effect on the communities our sites are located in. The tables below show our performance in mitigating this potential adverse amenity effect on our local communities.

### NUMBER OF COMPLAINTS<sup>1</sup>

	2016/17	2017/18
Number of environmental complaints received by our sites/operations <sup>1</sup>	482	306
Average number of complaints per site	2.3	1.5

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

### TYPES OF COMPLAINTS



# OUR OBJECTIVES

We report on our CSR key performance indicators. For those indicators which are the most material to our stakeholders, we set ourselves objectives for improvement. These objectives are set in five-year cycles, our current cycle ending in 2020. This is our community objective



## COMMUNITY OBJECTIVE

OUR PERFORMANCE  
IN 2017/18

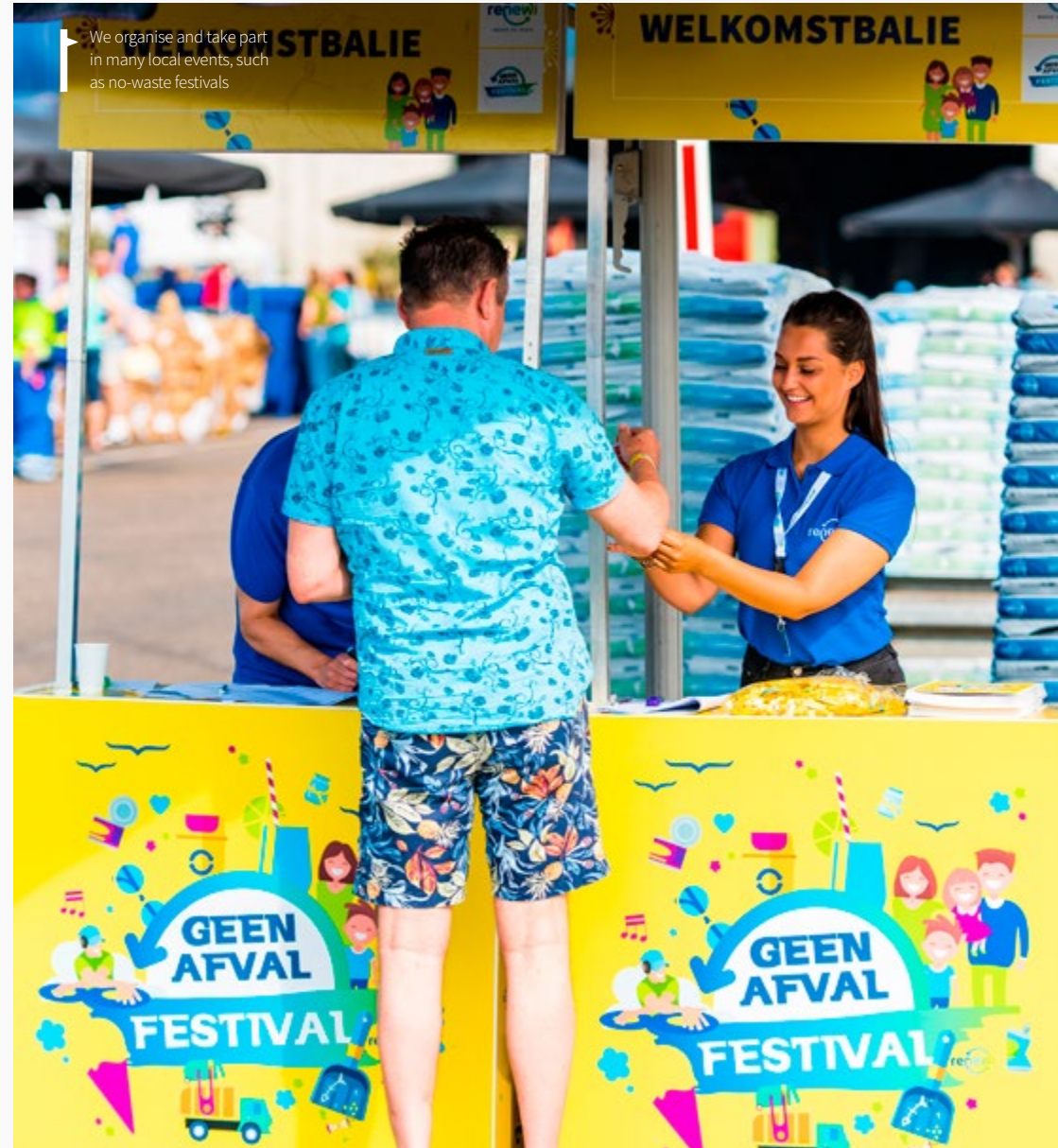
OUR TARGET TO  
ACHIEVE BY 2020

**Average number of  
complaints per site**

1.5

1.4

The vast majority of our sites do not receive any complaints. However, we set our target in this area as a ratio per site as a more accurate measure than total number of complaints, no matter how many sites we operate. We have made significant progress, and are well advanced towards meeting our 2020 target. For this measure the lower the figure the better our performance.



We organise and take part in many local events, such as no-waste festivals

# GOVERNANCE, COMPLIANCE AND EXTERNAL ACCREDITATION

In all three of our key focus areas of planet, people and partnership, we exercise good governance. We also seek external verification of our approach and performance where appropriate. This may be through accreditation to formal standards, or through assessment to known standards such as FTSE4Good

## ACCREDITATION<sup>1</sup>

	2016/17	2017/18
ISO 14001 / EMAS	177	150
ISO 9001	186	150
OSHAS 18001	149	117
SCC / VCA	109	109

1. Some accreditations cover more than one site or operation, such as an accreditation covering a group of sites. Comparison using basic site number quoted in this report may not be valid. Many of our divisions are pursuing a strategy of combining their management systems. In these cases, the number of accreditations may decrease, but the overall coverage of our accreditations rises.

### KEY

ISO 14001 / EMAS – international environmental management standards  
 ISO 9001 – international quality standard  
 OSHAS 18001 – international health and safety standard  
 SCC / VCA – national health and safety standards

## OUR COMPLIANCE PERFORMANCE

	2016/17	2017/18
Number of environmental convictions and fines	5	5
Number of health and safety convictions and fines	6	3
Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	0	0

## OUR GOVERNANCE PERFORMANCE

	2016/17	2017/18
Number of employees who received training/courses/workshops on integrity	232	292
Number of investigations on integrity issues	28	16
Total number of times advice issued to employees/management following integrity notifications	130	142
Number of times advice issued to employees/management following ethical misconduct notifications	40	54
Number of times advice issued to employees/management following aggression and violence notifications	22	22
% employees covered by formal safety committees	100%	100%
% of operations which have undergone risk assessment for bribery and other similar risks	100%	100%



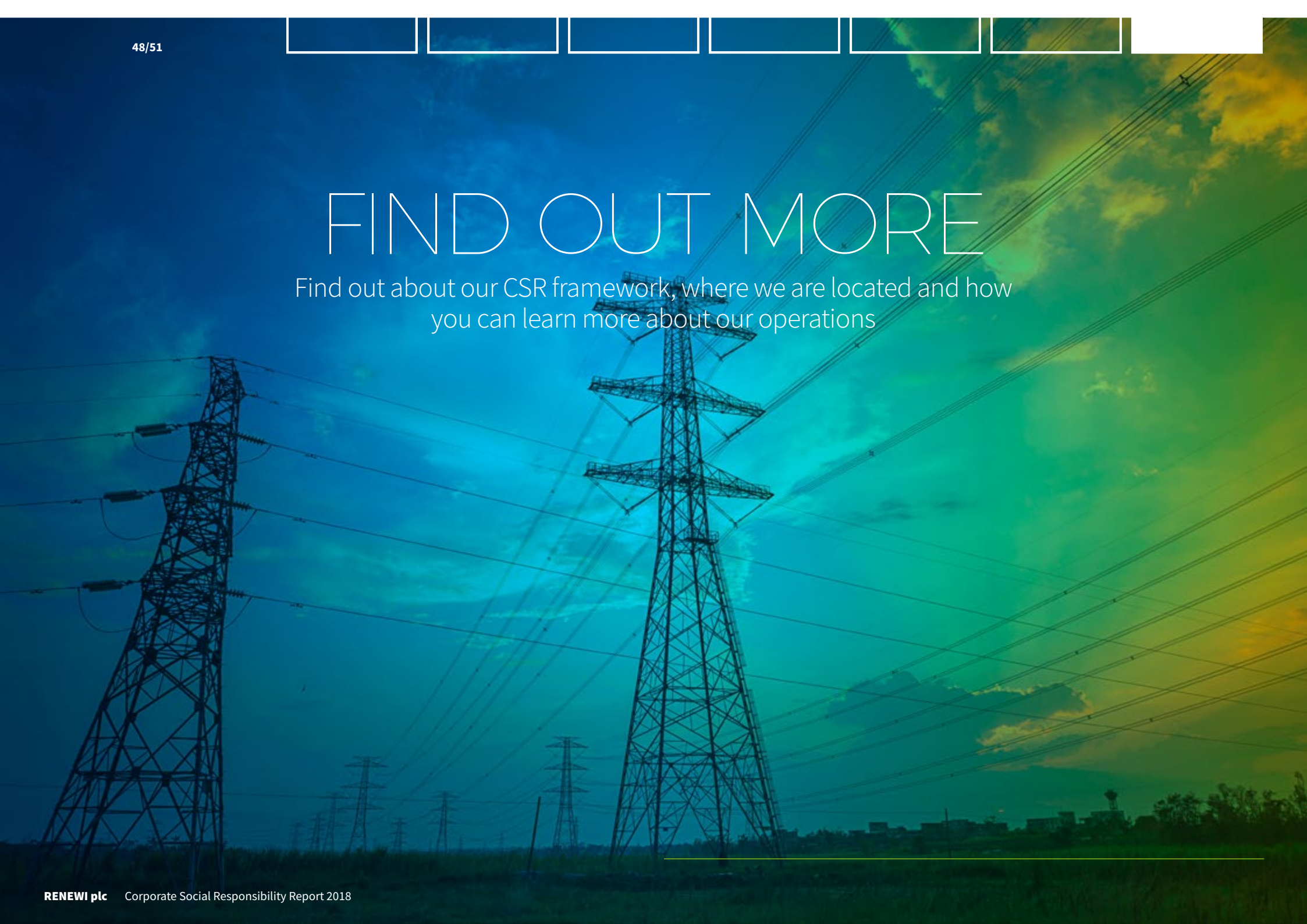
FTSE4Good





# FIND OUT MORE

Find out about our CSR framework, where we are located and how you can learn more about our operations



# FIND OUT MORE

Our CSR Report is one of many resources we produce to describe how we work. This page highlights other information you can access to learn more about our performance

## Want to see detailed data?

This report offers a summary of our performance. Our CSR full data document provides divisional level information and more detail on all aspects of CSR performance. Our CSR full data document is available at: [www.renewiplc.com/our-responsibilities](http://www.renewiplc.com/our-responsibilities)

## Want to know how we calculate CSR data?

Our CSR Indicators document defines what we measure and how these measurements are calculated. It also describes the rules that we define and follow in our reporting. Our CSR Indicators document is available at: [www.renewiplc.com/en/investors/reports-and-presentations](http://www.renewiplc.com/en/investors/reports-and-presentations)

## Want to know about our reporting and GRI?

This report has been prepared in accordance with the GRI Standards: Core option. Our approach to GRI and the GRI content index can be viewed in our GRI navigator document at: [www.renewiplc.com/our-responsibilities](http://www.renewiplc.com/our-responsibilities)

## Want to know more about group strategy and financial performance?

Our Annual Report provides more information on Renewi, including our vision, strategy, operations, people, risk and financial performance. The Annual Report and other corporate information can be viewed at: [www.renewiplc.com/en/investors/reports-and-presentations](http://www.renewiplc.com/en/investors/reports-and-presentations)

## Want to learn more about our operations?

As well as Group documents, some of our operating divisions produce their own reports. For more details, contact our main divisional offices listed in the contacts section on [page 50](#) of this report.

Do you have a comment or question on our CSR Report or associated activities? Please contact us at: [info@renewi.com](mailto:info@renewi.com)

# MAIN OFFICES

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

## Netherlands Commercial Division

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

## Belgium Commercial Division

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

## Monostreams Division

Renewi Monostreams  
Flight Forum 240  
5657 DH Eindhoven  
The Netherlands

## Hazardous Division

Renewi Hazardous Waste B.V.  
Vlasweg 12  
4782 PW Moerdijk  
The Netherlands

## Municipal Division

Renewi UK Services Limited  
Dunedin House  
Auckland Park, Mount Farm  
Milton Keynes  
Buckinghamshire MK1 1BU

## Registered Office

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

## Corporate Head Office

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

Tel: 00 44 (0)1908 650580  
Website: [www.renewiplc.com](http://www.renewiplc.com)  
[www.renewi.com](http://www.renewi.com)  
Email: [info@renewi.com](mailto:info@renewi.com)

## Company Secretary

Philip Griffin-Smith, FCIS

