

# ENERGISING

# FUTURES



Welcome to our 2022 Sustainability Report

# POWERING CHANGE



Cory is one of the UK's leading recycling and waste management companies. We are a privately-owned limited company, headquartered in London and operating throughout Greater London and the South East of England.

This report focuses on our achievements in delivering our sustainability strategy during 2022, and plans moving forward.

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## Our highlights

Net zero goals  
with bolder ambitions

# 466,000

Delivered an overall carbon benefit of 465,399 tonnes CO<sub>2</sub>e to the UK

# 565 GWh

Exported 565 GWh of electricity,  
enough to power c.195,000 homes

# 170,000

Reprocessed 170,000 tonnes of Incinerator  
Bottom Ash into construction aggregates

## Progressed our decarbonisation project

Continued to progress our carbon capture and  
storage project to achieve our net zero commitment

Maximising potential,  
minimising impact

# 100,000

Saved 100,000 truck movements by moving  
843,000 tonnes of waste on the Thames

# 3,600

Saved c.3,600 tonnes CO<sub>2</sub>e by using renewable diesel  
in our river operations and Waste Transfer Stations

# 77,000

Processed 77,000 tonnes of recyclate at our Materials  
Recycling Facilities in Wandsworth and Barking

## Accreditations

Maintained accreditations  
to ISO 14001 Environmental  
Management System,  
ISO 9001 Quality and the  
ISO 45001 Occupational  
Health and Safety Standard

## Silver

Maintained our Silver  
status in the Port of  
London Authority Thames  
Green Scheme

Inspiring people,  
enabling change

# £84m

Delivered £84 million of social value to society  
beyond profit and income

# 43

electric vehicle  
chargepoints  
across 7 sites

# 5

local community projects  
supported by the Cory  
Community Fund

# Silver

Maintained Silver status for our apprenticeship  
scheme with Investors in People

## Employee volunteering litter-picking events

Held employee volunteering litter-picking  
events along the Thames and across sites

## At a glance

At Cory, we maximise recovery, reuse, and recycling to realise the full value of the waste we process.

## What we do

## What makes us unique

### OUR USE OF THE THAMES

We are the largest commercial operator on the River Thames, which has been central to our business since the 1800s.

100k

truck movements saved a year

### OUR HISTORY

Incorporated in 1896 but tracing our history back to at least the 18th century, we have a proud heritage of serving London and the South East.

250+

years

### OUR PEOPLE

We are a people-powered business, with a thriving workforce, many of whom have been with us for their whole careers.

350+

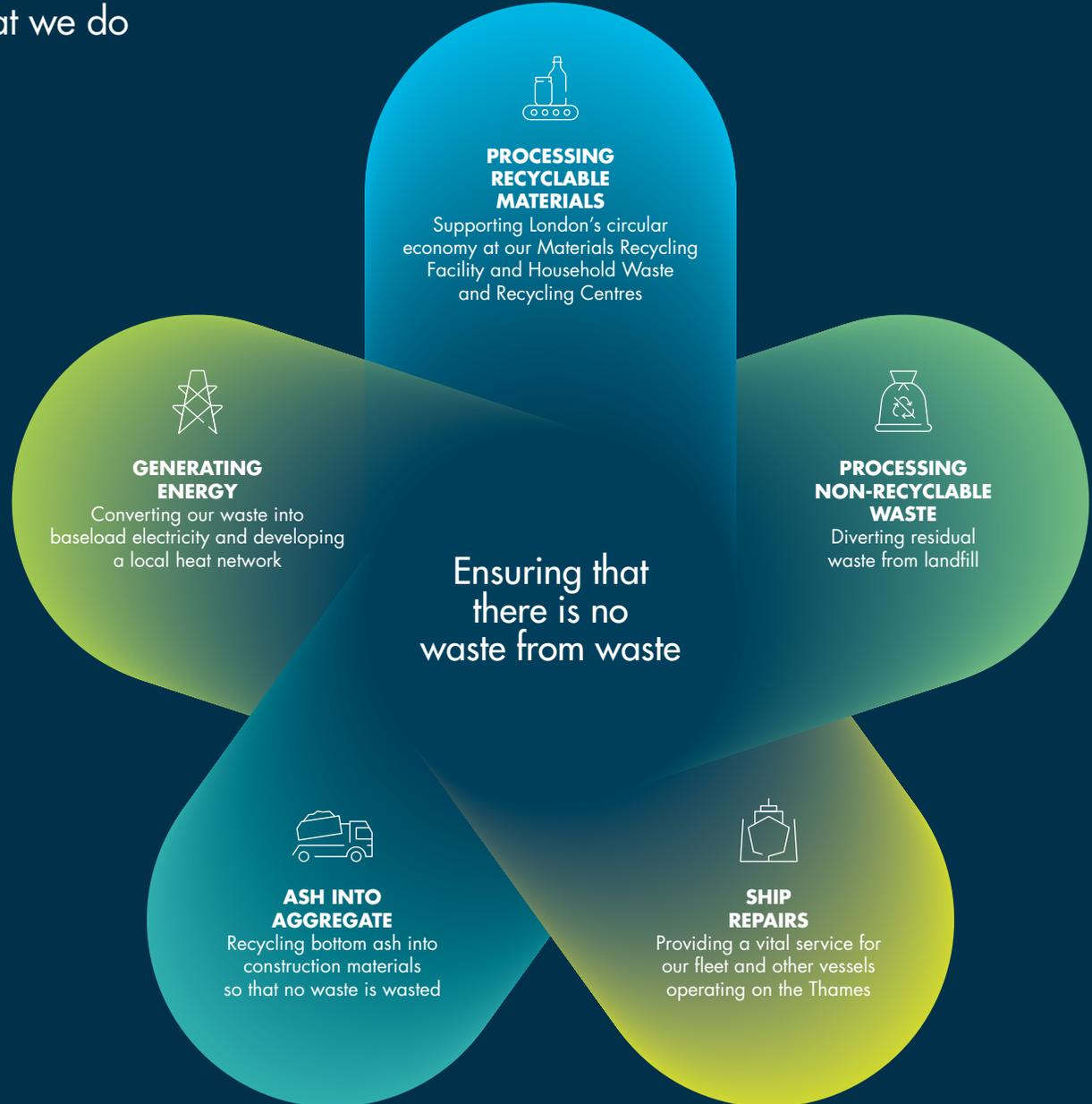
employees

### OUR SCALE

We continue to invest in growth and innovation so that we can meet the needs of our communities and customers.

£900m

invested over the next five years



# BUILDING A SUSTAINABLE FUTURE

## Chief Executive Officer's statement

### Dougie Sutherland

We can trace Cory's history back to at least the late 1700s. We have constantly adapted with advances in technology and responded to the needs of our communities. We have a proud history of 'stepping up' when our country has needed us, mobilising our fleet and people for the Crimean, and the First and Second World Wars.

Today, we face a climate crisis. This isn't 'tomorrow's problem', and we have a duty to find solutions to address global warming and support the UK's net zero commitments. Our plan is to create a decarbonisation hub at our Riverside site in the London Borough of Bexley to decarbonise up to 1.5 million tonnes of waste. We are advanced in developing our solution and expect to submit a planning application for our carbon capture project in 2024. We will

use the recovered decarbonised heat from the process to supply a major district heating network, and the decarbonised electricity will be sold to the national grid for use in homes, businesses and transportation. We will play our part in decarbonising the UK and, at the same time, differentiate ourselves from our competitors in London and the South East.

I am hugely proud of the progress we have made in the past year, and our refreshed sustainability strategy will be the driving force of our business as we look to the future.

Our sustainability commitments are underpinned by real action and investment in our river operations, in decarbonisation technologies, and in our employees and local communities. We will continue to respond to the challenges that face

the UK by providing the solutions and services that will be instrumental in achieving the country's decarbonisation goals and creating a sustainable future for all.

Prior to the publication of this Sustainability Report in June 2023, a tragic event took place at one of our sites. On 24th April, a team member sadly lost their life in an incident whilst working at our Materials Recycling Facility in Wandsworth. An HSE investigation is ongoing at the time of writing, and we are determined to use the findings to reinforce our uncompromising approach to ensuring the health and safety of all Cory employees and contractors.



## SOME FURTHER HIGHLIGHTS FROM 2022

### New sustainability strategy

Developed a new sustainability strategy to further improve our performance which is launched in this report

### UN Global Compact

Joined the UN Global Compact providing us with access to best practice guidance, tools, resources and training to help us further improve our sustainability strategy

### Sustainability training

# 70%

of our employees undertook sustainability training and made pledges for actions they would undertake at home and at work to be more sustainable

### GRESB score

Achieved the highest rating in the GRESB Infrastructure Asset Assessment, being awarded:

# 5 stars

and scoring:

# 98/100

## About this report

### This report and its contents have been prepared on behalf of Cory Topco Limited and its subsidiaries (Cory Group).<sup>1</sup>

This report relates to the activities, brands, products and services associated with Cory Group. Reference to the 'Company' or to 'Cory' means, as the context may require, all or some of the Cory Group entities. Cory Group assumes no responsibility to any other party in respect of, or arising out of, or in connection with this document and/or its contents or reliance thereon.

#### SCOPE AND BOUNDARIES

This report relates to the work undertaken in our last financial year, 1 January to 31 December 2022 and was published in June 2023. We first published a sustainability report in 2018 and have published an annual sustainability report since 2020; our reports on our 2018, 2020 and 2021 performance are available on our website ([www.corygroup.co.uk](http://www.corygroup.co.uk)).

We have used the financial control approach to define our organisational boundary and have reported on all operations fully consolidated in our financial statements. If you have any clarification questions, please email [enquiries@corygroup.co.uk](mailto:enquiries@corygroup.co.uk).

#### STRUCTURE AND MATERIALITY

Our report reflects how we manage our material sustainability issues. On page 5 we set out the results of the materiality assessment that we undertook in 2022 and used to shape our sustainability strategy. This provides the framework of how we manage the key material sustainability issues to our business.

#### REPORTING FRAMEWORKS

Cory has reported in accordance with the Global Reporting Initiative (GRI) Standards for the period 1 January – 31 December 2022. This report is reviewed and approved by our Chief Executive Officer.

Our greenhouse gas (GHG) emissions reporting methodology is in accordance with UK Government Environmental Reporting Guidelines

and the GHG Protocol Corporate Accounting and Reporting Standard. In line with guidance provided by the Environmental Services Association, we have used the Entreprises pour l'Environnement (EpE) 'Protocol for the quantification of GHG emissions from waste management activities' (2013) to calculate our carbon benefit to UK society.

The UN Sustainable Development Goals (SDGs) act as an international benchmark for global development. They provide us with a common language to help focus resources and measure the impact of our work. We have identified the goals we are supporting through our operations and delivery of our sustainability strategy.

#### PRECAUTIONARY PRINCIPLE

Cory applies the precautionary principle across all aspects of our operations. We do this through application of our Integrated Management System (IMS), which is certified to ISO 14001 Environmental Management System, ISO 9001 Quality and the ISO 45001 Occupational Health and Safety Standard. Delivery of the IMS is managed through our Health, Safety, Environment, Quality and Assurance (HSEQ) function.

#### REPORTING PRINCIPLES

This report has covered the topics, and their boundaries, identified as material by our internal and external stakeholders in our 2022 materiality assessment. The information included is considered to meet the GRI's Reporting

Principles for defining reporting quality as far as we are reasonably able.

#### ASSURANCE

Cory worked with ERCE Evolution (ERCE) to undertake an independent assurance review of our 2022 GHG emissions data. The assurance review was carried out for the period 1 January 2022 to 31 December 2022 and included all 2022 Scope 1, Scope 2 and Scope 3 emissions required by the Streamlined Energy Carbon Reporting requirements.

ERCE conducted its review to a limited level of assurance, in accordance with the procedures recommended in GHG Protocol entitled 'The GHG Protocol: A corporate reporting and accounting standard' (Revised edition, 30 Mar 2004) and the UK Government's Streamlined Energy and Carbon Reporting (SECR) and the principles of ISO 14064-3:2019, entitled 'Part 3: Specification with guidance for the verification and validation of greenhouse gas statement'. ERCE found no evidence to indicate that the data and information in our statement were not fairly stated.

#### ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS

Cory primarily operates in the recycling, waste transfer, energy from waste and maritime sectors. We segregate and process recyclable materials for onwards reprocessing into new products and turn non-recyclable waste into electricity for the UK National Grid and by-products which can be

reprocessed into construction materials. We use the River Thames to transport waste on tug-drawn barges to our energy from waste (EfW) facility in Belvedere. In January 2022, we acquired a new Waste Transfer Station and Materials Recycling Facility in Barking, which is included in our reporting for this first time. At Barking we generate Solid Recovered Fuel (SRF) and Refuse Derived Fuel (RDF) for EfW facilities in the UK and Europe.

All Cory operating entities operate under the same management system and operating procedures. During 2022, our new operation in Barking was incorporated into Cory's Integrated Management System.

Cory currently works with commercial and industrial customers and eight London Boroughs to process recyclable and non-recyclable waste on behalf of their residents including Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea, Lambeth, Wandsworth (together forming the Western Riverside Waste Authority), Bexley, Tower Hamlets, Barking and Dagenham, and the City of London. A new contract with Hertfordshire County Council will commence in April 2024. The recycle we sort and segregate in Wandsworth and Barking is sent to off-takers operating within the Organisation for Economic Co-operation and Development (OECD) for onwards reprocessing into new materials, following extensive due diligence to ensure they will be managed in an environmentally responsible manner.

This report covers Cory operations taking place at:

- Riverside 1 energy from waste facility.
- Five Waste Transfer Stations (WTS) in Barking, Wandsworth, Battersea, Tower Hamlets, and the City of London.
- Two Materials Recycling Facilities (MRFs) in Barking and Wandsworth.
- Two Household Waste and Recycling Centres (HWRCs) in Wandsworth and Tower Hamlets.
- A Barge Yard in Charlton and a Ship Repair Yard in Gravesend.
- An Incinerator Bottom Ash transfer station at the Port of Tilbury.

<sup>1</sup> The Cory Group comprises Cory Topco Ltd; Cory Holdco Ltd; Denmark Topco Ltd; Denmark Holdco Ltd; Viking Consortium Acquisition Ltd; Cory Riverside Energy Finance Ltd; Cory Riverside Energy Holdings Ltd; Cory Riverside (Holdings) Ltd; Cory Environmental Holdings Ltd; Riverside Resource Recovery Ltd; Riverside (Thames) Ltd; Cory Environmental Ltd; Cory Ship Repair Services Ltd; RHIN Holdings Ltd; RHIN Developments Ltd; Riverside Energy Park Holdings Ltd from 28 July 2022; Riverside Energy Park Ltd; SAS Depot Ltd from 31 August 2021; Cory Barking Holdings Limited; Cory Barking Operations Limited and Cory Barking Property Limited from 18 January 2022.

## Our material issues

During 2022, we worked with our internal and external stakeholders to identify the material sustainability impacts our business has and any future trends that could affect us.

The review was carried out in accordance with the Global Reporting Initiative (GRI) Standards which means that our material topics (i.e. the topics that are covered by our sustainability strategy and that we publicly report on) need to represent our most significant impacts on the economy, environment and people.

The process began with a review of impacts, risks and opportunities in our existing sustainability strategy; our enterprise risk management (ERM) process; topics that have arisen during our ongoing stakeholder engagement processes; the contents of external sustainability frameworks including the GRI Standards, the Sustainability Accounting Standards Board and the UN Sustainable Development Goals; as well as peer and industry association reports and communications, external stakeholder reports and media articles.

We then asked our internal and external stakeholders to tell us which issues they think represent Cory's most significant economic, environmental and social impacts in the delivery of the services we provide. The process included interviews with investors, local authority customers and regulators, as well as an online survey shared with employees and external stakeholders. We also asked our investors which existing or emerging sustainability issues they thought could have the greatest impact or potential impact on the performance, development and position of Cory. This reflects the concept of 'double-materiality', which encourages a company to judge materiality from two perspectives: 1) the external impacts of their activities on the economy, environment and people with an audience consisting of customers, external stakeholders, employees, and investors; and 2) the potential or actual impacts of environmental, social and governance-related risks/opportunities on the performance, development and position of the company with an investor perspective.

Once we had completed this process, the issues were collated and rated by their significance, based on their severity (scale, scope, irremediability) and likelihood (as per the GRI guidelines). Each received a score from 1 to 5, aligned with our ERM process. The outcomes and learnings from the process were presented to the Board in November 2022 and adapted into a refreshed sustainability strategy, which we are launching in this report.

Our materiality process found that many aspects of our sustainability performance are currently meeting stakeholder expectations. For example, we are considered well positioned with our commitment to net zero and decarbonisation plans, as well as our health and safety performance and reporting, air quality reporting, modern slavery programme and apprenticeship scheme. The gaps identified were the need to build a stronger position on the waste hierarchy and waste prevention, as well as progressing our social value strategy.

Once the rating process was complete, the issues below were identified as Cory's most significant sustainability topics which need to be reflected in our strategy and reported on annually.

### OUR MOST MATERIAL ISSUES



#### CARBON AND CLIMATE CHANGE

How are we working to make our net zero by 2040 target a reality?

How can we optimise our waste management processes to further support the UK in its decarbonisation journey?



#### HEALTH, SAFETY AND WELLBEING

How do we ensure health and safety is at the centre of everything we do as a business?

How do we support the wellbeing of our employees?



#### WASTE AS A RESOURCE

How can we help our local communities and customers to move materials up the waste hierarchy?

How do we get plastics out of the waste stream?



#### EMPLOYMENT AND SKILLS

How do we engage meaningfully with our workforce to create a positive company culture?

How do we address the risk of modern slavery in our operations and supply chain?



#### AIR QUALITY

How do we ensure our air quality emissions are as low as possible?



#### SOCIAL VALUE AND COMMUNITY

How do we maximise the value our business contributes to our local communities?

## Our revised sustainability strategy

We have restructured our sustainability strategy to enhance our focus on moving materials up the waste hierarchy and be clearer on our social value proposition.



By delivering negative emissions, we'll play our vital role in helping the UK to achieve net zero

Get to net zero by 2040 or sooner

Maximise the carbon benefit of our energy from waste process



[Read more on pg. 9](#)

NET ZERO GOALS WITH  
BOLDER AMBITIONS

POWERING  
POSITIVE CHANGE

MAXIMISING POTENTIAL,  
MINIMISING IMPACT

INSPIRING PEOPLE,  
ENABLING CHANGE



We'll maximise waste potential whilst minimising our environmental impact

Continually improve our environmental performance

Move materials up the waste hierarchy



[Read more on pg. 17](#)



We'll keep inspiring positive change in our business and communities

Put health, safety and wellbeing at the centre of everything we deliver as a business

Be an employer of choice

Support a thriving local community

Build a sustainable supply chain



[Read more on pg. 22](#)

## Our vision

To be the first choice for sustainable waste management: climate positive, and constantly evolving to deliver innovative and affordable solutions.

## Our purpose

Ensuring that there is no waste from waste.



## Governance, advocacy and partnerships

Responsibility for Cory's sustainability impacts and performance is integrated and embedded into our existing governance structures.

Cory's Board of Directors is ultimately responsible for approving our sustainability strategy and overseeing its delivery, and is provided with a progress update at each quarterly board meeting. Our Independent Chair leads the Board and provides independent oversight and governance, for all material issues, including those related to sustainability impacts. Our Chief Executive Officer oversees delivery of the sustainability strategy at a business level, while our Executive Leadership Team (ELT) tracks accomplishment of the accompanying annual targets on an ongoing basis throughout the year.

Our Corporate Affairs Team leads on the day-to-day execution of our sustainability strategy, working across the business, including with Operations, HSEQ (Health, Safety, Environment and Quality) Assurance, Development, Finance, and the Legal Team, to deliver our annual goals and targets.

The HSEQ Assurance Team manages an internal auditing programme to maintain upkeep of Cory's Integrated Management System (IMS) – which is currently certified to ISO 14001 Environmental Management System, ISO 9001 Quality and the ISO 45001 Occupational Health and Safety Standard. The HSEQ Assurance Team also manages the collection and analysis of sustainability performance data.

In 2020, we established a cross-functional internal Sustainability Working Group with 12 members from across the business. The group began meeting bi-monthly during 2021 to share progress on delivering actions and meeting targets; explore opportunities to drive further progress in specific areas; discuss new projects, ideas and innovations; identify new and emerging risks and opportunities; and disseminate insights from external stakeholders and peer companies. Today, the Working Group is proving valuable in creating a network among employees and a means of sharing information throughout the Company.

### OUR INDUSTRY ASSOCIATION MEMBERSHIPS

Association for  
Decentralised Energy

Bacton Thames Net Zero  
Steering Group

BusinessLDN

Carbon Capture and  
Storage Association

CBI

Energy & Utility Skills

Environmental Services  
Association

Norwegian – British  
Chamber of Commerce  
(NBCC) Advisory Board

Slave-Free Alliance

Thames Skills Academy

Waste Industry Safety  
and Health Forum

Westminster Energy Forum

UN Global Compact

### New for 2022

Bacton Thames Net  
Zero Steering Group

#### WHY WE JOINED

This is an initiative seeking to support the decarbonisation of the South of England by developing an energy hub focused on carbon capture utilisation and storage (CCUS) and hydrogen production on the coast of Norfolk (with CO<sub>2</sub> storage offshore). Cory is a founding member of the initiative.

**Bacton  
Thames  
NetZero.**

[See more about BTNZ](#)

Norwegian – British  
Chamber of Commerce  
(NBCC) Advisory Board

#### WHY WE JOINED

The NBCC's mission is to promote trade and investment between Norway and the UK, and the purpose of Cory's involvement is to support the development of a CO<sub>2</sub> market between the two countries, increasing Cory's opportunity to find a CO<sub>2</sub> offtaker for our CCS project at an earlier date.

**Norwegian - British**  
CHAMBER OF COMMERCE



[See more about NBCC](#)

UN Global Compact

#### WHY WE JOINED

Membership of the UN Global Compact provides us with access to best practice guidance, tools, resources and training to help us further develop and improve our sustainability strategy.



**United Nations**  
Global Compact

[See more UN Global Compact](#)

# NET ZERO GOALS

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# WITH BOLDER AMBITIONS

## Net zero goals with bolder ambitions continued

By delivering negative emissions we'll play our vital role in helping the UK to achieve net zero.

## Get to net zero by 2040 or sooner

### ALIGNMENT TO UN SDGS



### MATERIAL ISSUE

#### Carbon and climate change

Cory has a commitment to reach net zero carbon by 2040. For Cory, delivering our decarbonisation plans will mean that we will be removing more carbon from the atmosphere than we put in. Achieving this commitment is dependent upon successfully installing carbon capture and storage (CCS) technology at our existing EfW facility, Riverside 1, and future facility, Riverside 2, which is due to be operational in 2026. This technology will divert the emissions from our facilities, and then separate the CO<sub>2</sub> from other gases so that it is not emitted into the atmosphere. Once separated, this CO<sub>2</sub> will be compressed and liquified on site and then transferred by ship to storage sites under the

North Sea that will seal the CO<sub>2</sub> deep underneath the seabed.

In 2022, 99 per cent of Cory's CO<sub>2</sub> emissions were emitted from the stack at Riverside 1. Safe and reliable waste management is essential for a functioning society, yet as knowledge about anthropogenic climate change has evolved, so has our understanding of how waste management contributes to global warming. In the UK in 2018, the recycling and waste management sector contributed 8 per cent of total UK greenhouse gas emissions<sup>1</sup>. CCS is the leading technological approach that EfW plants can utilise to significantly reduce the CO<sub>2</sub> emissions that are generated in the processing of waste. The UK Committee on Climate Change states that CCS technology needs to be fitted to EfW facilities from 2040, in line with their proposed ban on all waste to landfill<sup>2</sup>.

Cory is committed to delivering decarbonised waste management for our customers and communities through CCS. Once the CCS technology is operational, our EfW operations will become 'carbon negative', i.e. removing more CO<sub>2</sub> from the atmosphere than is emitted due to the composition of waste, c.50 per cent of which is fossil carbon (derived from plastics) and 50 per cent biogenic (derived from wood, paper and cardboard). At full operation, Cory's CCS facility will capture and enable the permanent geological sequestration of c.1.3 million tonnes of CO<sub>2</sub> a year, of which approximately 50 per cent will be biogenic; capturing and storing these biogenic emissions will be a carbon removal.

By capturing both the fossil and biogenic carbon emitted by our operations, we have the potential to play a vital role in helping the UK to achieve net zero, given the possibility of supporting hard-to-abate sectors, such as steel, cement and petrochemicals, reach net zero through the purchase of the negative emissions we generate.

Back in 2021 we commissioned specialist engineering and technical consultants to assess the feasibility of CCS deployment at both Riverside 1 and Riverside 2. The first stage of the pre-front end engineering and design programme concluded that a full chain (CO<sub>2</sub> capture, marine transport and offshore storage) scheme for a two-phase EfW CCS project would be feasible.

Following the decision to continue to proceed with the project, engagement with regulators and technology providers and the maturation of the basis of design has enabled us to select a solvent-based post-combustion carbon capture technology, and during 2022 we shortlisted three qualified technology providers. The emerging scheme is differentiated by the use of an innovative CCS process heat recovery system to capture the otherwise wasted heat to increase the production capacity of our proposed Riverside Heat Network. The overall masterplan for the CCS project will also include electrolysers to enable us to provide low carbon hydrogen to the local marine and road-based haulage markets in London and the South East.

In 2022, the then Secretary of State for the Department of Business, Energy and Industrial Strategy (BEIS), directed that Cory's planned CCS and hydrogen projects qualify as nationally significant projects, acknowledging the vital role they will play in achieving the UK's net zero ambitions. An application for a Development Consent Order (DCO) seeking permission to build and operate the CCS and hydrogen projects is being prepared and will be submitted to the Department for Energy Security and Net Zero (formerly known as BEIS) for determination in the first half of 2024 (read more about applying for a DCO and what it means on page 10).



We have explored opportunities to ship CO<sub>2</sub> to Northern Lights' subsea carbon storage facilities in Norway, one of the most advanced CCS projects in the world, and we have also evaluated three developing subsea carbon storage opportunities in UK waters. The availability of non-pipeline transport (NPT) solutions, particularly shipping, will be key acceptance criteria for potential Track-2 CCS projects and we therefore expect to participate in the next UK Government Cluster Sequencing Competition, as we are the only EfW operator with existing river operations.

Our objective is to achieve 'CCS readiness' (consents in place, front-end engineering and design (FEED) completed, T&S provider identified) by 2026 and subject to a favourable financial investment decision, be in a position to be fully operational by 2028.

The key challenges we face to achieving this are not technical, but rather policy and commercial in nature. Therefore we also maintain several memberships with groups working to progress CCS in the UK and beyond, including the Carbon Capture and Storage Association, the Bacton Thames Net Zero consortium and the Environmental Services Association. Furthermore, Cory is participating in the development of regulatory and economic support systems for CCS by participating in the Greenhouse Gas Reduction Business Model, Waste Industrial Carbon Capture Business Model and Industrial Carbon Capture Expert Groups, now run by the Department for Energy Security and Net Zero.

1 Environmental Services Association, "A net zero greenhouse gas emissions strategy for the recycling and waste management sector in the UK" (June 2021)

2 <https://www.theccc.org.uk/wp-content/uploads/2020/12/Sector-summary-Waste.pdf>

Net zero goals with bolder ambitions continued

We talked to Richard Wilkinson about the Development Consent Order process.

# WORKING SMARTER,

**Richard Wilkinson**  
DCO Project Director

**Q** What is a Development Consent Order?

**A** Previously in the UK there was a problem with delivering big infrastructure; for example, it took Cory around a decade to get planning consent for Riverside 1. To combat the problem, the UK Government introduced the Planning Act 2008, which was designed to speed up and streamline the process for delivering the infrastructure necessary to support economic growth in the UK.

Under the Planning Act, the largest infrastructure projects deemed as 'Nationally Significant', such as airports, road schemes, large energy generation installations and the biggest EFW facilities, have a way of applying for planning consent that is vastly quicker than the previous system in place.

**Q** Why is applying for a DCO such a big deal?

**A** The way the DCO system was set up is that developers must do a huge amount of upfront consultation, which naturally involves a significant amount of expense. Therefore, only developers who are very serious about project delivery will embark on the process. The benefit you receive as a developer is that you have a clear timescale for a planning decision which facilitates financing and, ultimately, delivery of the project.

**Q** What is the timescale for the process?

**A** We intend to apply in the first half of 2024, with a decision targeted in around mid-2025. This means by early-2024 we will have completed a full suite of the 'up front' planning, environmental and legal documents needed to support our DCO application.

# DEVELOPING FASTER



Net zero goals with bolder ambitions continued

**PLASTICS IN RESIDUAL WASTE**

In 2022, we undertook an enhanced composition analysis of the waste entering Riverside 1 to find out more about the types of materials in the waste stream. We found that plastics, while only representing 16 per cent of the residual waste by weight, contribute a whopping 65 per cent of the fossil carbon emissions from our EFW process.

The analysis showed that plastic film – particularly packaging film – punches well above its weight in its contribution to residual waste. Despite being a light material, it still makes the top ten by weight in terms of the materials processed at Riverside 1. Currently only a small proportion of plastic film is recycled, due to challenges with its collection, sorting and recycling as well as end markets. Flexible plastics are set to be introduced to kerbside collections by 2027, and some supermarkets now collect this material directly. Where there are few alternatives to plastic film used as packaging, efforts to make its recycling more commonplace are essential and we look forward to seeing the impact of the kerbside collections and hope to see use of supermarket collections growing in the meantime.

**65%**  
of fossil carbon emissions from our EFW process are from plastics



Expanded polystyrene also represents an unacceptably large proportion of the residual waste stream. While some expanded polystyrene can be recycled, it is time to reduce the production and consumption of this material. Rather than continuing to rely on polystyrene, particularly in packaging, schemes such as the UK Government’s proposed Extended Producer Responsibility regime should aim to disincentivise the use of it altogether.

While we believe that consumers have an important role to play in ensuring that less plastics are used and more plastics are recycled, the most significant changes can be made at a policy and business level to limit the production of plastics altogether and to create the correct conditions for plastic reprocessing in the UK.

**ENERGY USE AND EFFICIENCY**

Cory uses electricity from the UK Grid to power our waste processing and recycle sorting operations. In 2022, we purchased renewable energy across our sites, excluding a small amount of electricity procured from the Port of Tilbury and our newly acquired WTS and MRF in Barking. The renewable energy we procure meets the quality criteria of the GHG Protocol (2015) for reporting zero carbon emissions and has been independently assured by Carbon Clear.

We also provide electricity to the UK Grid from our EFW process. The electricity we provide is c.50 per cent renewable due to the composition of waste being 50 per cent fossil carbon (i.e. plastics) and 50 per cent biogenic (i.e. paper, cardboard, wood).

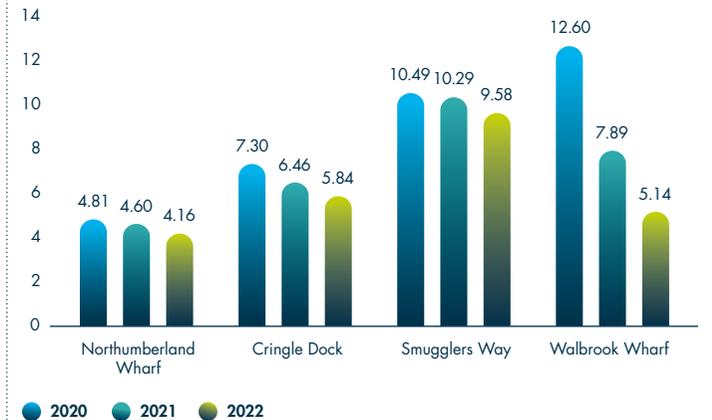
We use gas oil in the auxiliary burner at Riverside 1, to power some waste processing equipment, and in mobile plant and site vehicles at our Waste Transfer Stations.

In June 2021, our Lighterage Operation moved entirely onto renewable diesel, also known as hydrotreated vegetable oil (HVO). During 2022, our Northumberland Wharf, Smugglers Way and Cringle Dock Waste Transfer Stations also switched to renewable diesel, reducing our CO<sub>2</sub> emissions from 3,680 tonnes to 48. This fuel is produced from waste materials such as used cooking oil and waste fats, which do not release any new carbon dioxide into the atmosphere and reduces nitrous oxide and particulate matter emissions by 19 per cent and 21 per cent respectively (in tests undertaken on a Cory tug in 2021) when compared to marine gas oil. The renewable diesel we use is verified at import by the International Sustainability and Carbon Certification (ISCC), and through the Renewable Fuel Assurance (RFAS) run by Zemo. Therefore the suppliers are able to provide a clear history and breakdown of derivation of raw material collection through to final delivery, ensuring no palm oil is present.

[See more about ISCC](#)

[See more about RFAS](#)

**CORY WASTE TRANSFER STATION AVERAGE KWH OF ENERGY USED PER TONNE OF WASTE PROCESSED 2020-2022**



Energy consumption is managed through our Environmental and Energy Policy which commits us to reviewing our energy performance regularly, while continually improving. We do this by incorporating the intent of ISO 50001 Energy Management in our certified ISO 14001 Environmental Management System.

We know the cleanest energy is the energy that we do not use, so maximising our energy efficiency is a key goal. Every year we undertake energy reviews with representatives at Riverside 1, our Waste Transfer Stations (WTS), Barge Yard and Ship Repair Yard to develop energy efficiency plans for each site.

Site Managers are sent their energy use intensity ratio quarterly. The intensity ratios are the calculation of energy used – electricity, fuel and gas (if applicable), to process one tonne of waste at a specific site.

Through this process we can see that the energy use ratios have reduced year-on-year across our WTS, this is due to improvements in our processes and equipment upgrades; for example, during 2022 we upgraded the grab and container cranes at Cringle Dock WTS and continued our LED lighting programme across all sites.

Engaging employees on energy use is key to our plans; during 2022, we issued a new toolbox talk on energy efficiency covering heating/cooling, electricity and fuel use in site vehicles.

Net zero goals with bolder ambitions continued

## Maximising the carbon benefit of our EfW process

### OUR CARBON BENEFIT 2022

#### ALIGNMENT TO UN SDGS



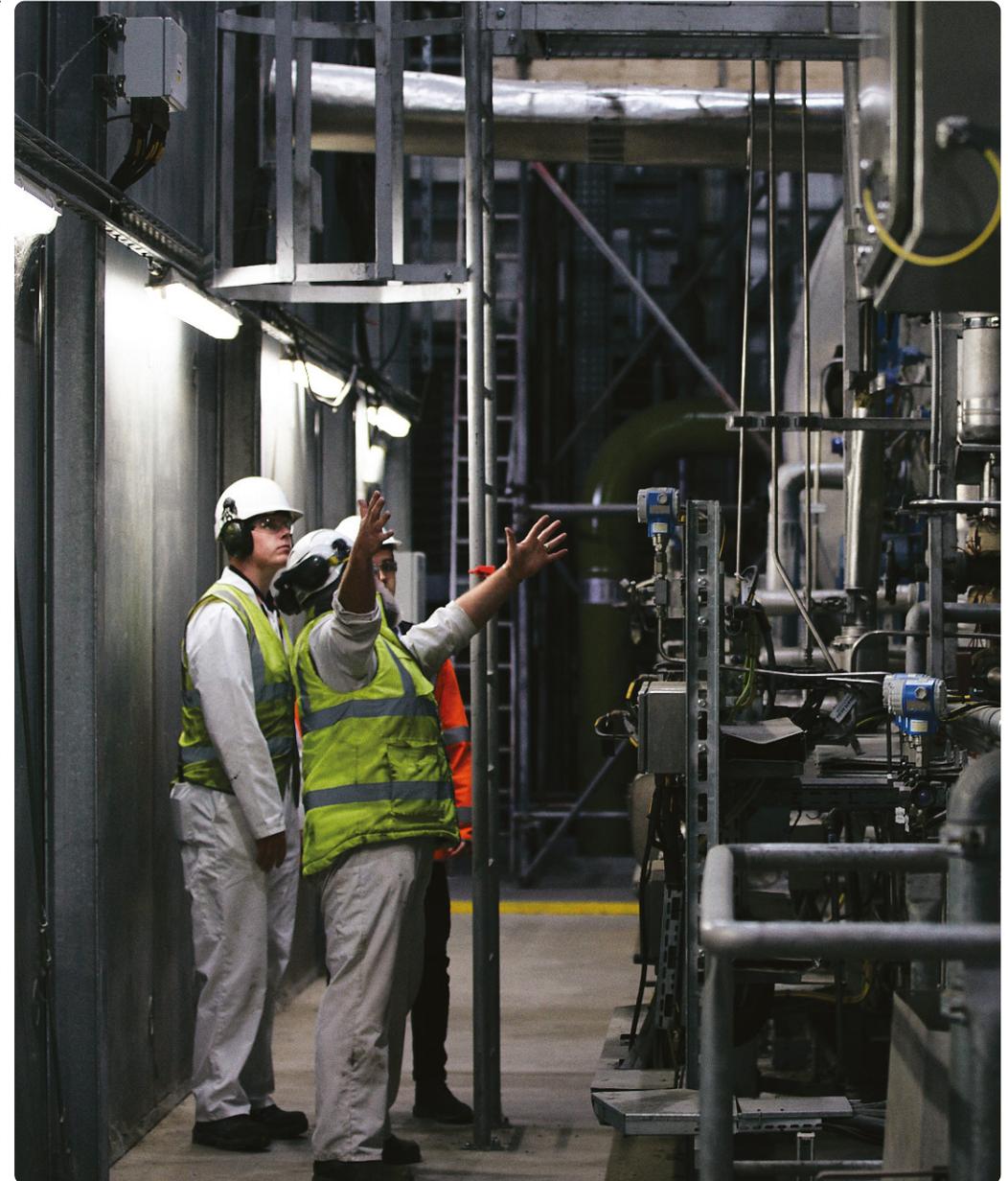
The primary purpose of energy from waste is to provide the most efficient process to treat residual waste. At Riverside 1, the energy embedded in residual waste is recovered and used to generate electricity for the UK Grid. Metals are extracted and recycled and the by-products – IBA and APCr – are reprocessed for use as road and building materials. This ensures there is no waste from waste.

EfW provides a carbon benefit to society due to the emissions it offsets or avoids in other sectors, for example:

- 1 Reducing methane emissions from landfill
- 2 Displacing emissions from energy that would be generated by fossil fuel power stations
- 3 Avoiding the need to quarry virgin materials for aggregate that can be produced from IBA and APCr
- 4 Avoiding mining for new metals by recovering metals from IBA

Process	Cory's carbon benefit 2022 in tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e)*
Power generation offset (export only)	109,248
Recovery of by products – IBA and APCr	920
Metals from EfW	97,142
Landfill offset	258,284
<b>Total</b>	<b>465,594</b>

\* We have developed a bespoke methodology to calculate the carbon benefit of our EfW process over landfill using the Entreprises pour l'Environnement (EpE) tool 'Protocol for the quantification of GHG emissions from waste management activities' (2013), the ESA publication 'Quantification of greenhouse gas emissions from recycling and waste management activities in the UK' (2021), the Scottish Carbon Metrics, Defra's 'Energy recovery for residual waste: A carbon based modelling approach' (2014) and the UK Government's GHG conversion factors for 2022. For 2022, we calculated the carbon saving of our EfW process versus landfill as 327kg of CO<sub>2</sub>e per tonne of waste processed.



Net zero goals with bolder ambitions continued



Maximising the carbon benefit of our EfW process continued

**RIVERSIDE 2**  
ALIGNMENT TO UN SDGs



In December 2022, we reached financial close for our second EfW facility, Riverside 2, with construction beginning in January 2023. The facility will process 650,000 tonnes of non-recyclable waste per year, generating enough electricity to power 176,000 homes<sup>1</sup>. Riverside 2 will represent a huge step forward in meeting London and the South East's waste needs; currently nearly 3 million tonnes of waste in the region is either landfilled or sent overseas for treatment.

<sup>1</sup> Ofgem estimates the typical household in Britain uses 2,900 kWh of electricity in a year, Riverside 2 is anticipated to generate 509,696,000 kWh of electricity a year from processing 650,000 tonnes of waste – <https://www.ofgem.gov.uk/information-consumers/energy-advice-households/average-gas-and-electricity-use-explained>

**650k**  
Tonnes of non-recyclable waste processed per year at Riverside 2

**176k**  
Electricity generated to power equivalent number of homes



**EFFICIENCY OF RIVERSIDE 1**  
ALIGNMENT TO UN SDGs



We continue to focus on the efficiency of Riverside 1, and during 2022 delivered the following projects:

- Initiated a performance monitoring study on the compressed air generated system, looking at how much is generated and where it is used in accordance to the service air system and instrumentation air system. A capacity issue was identified in the instrumentation air system which requires upgraded air dryers. In 2023,

we intend to upgrade the air dryers to a vacuum pump which has the potential to save up to 50 per cent of energy in the instrumentation air system, forming part of the overall compressed air system. Moving forward, we also intend to introduce an ongoing monitoring system to improve asset monitoring from a whole system perspective.

- Improved the efficiency of electricity generation by enhancing the sliding bleeds control of the turbine. During 2023, we will undertake further borescope inspection to determine the long-term impact to the steam turbine.



**THE RIVERSIDE HEAT NETWORK**

Working with Vattenfall, Local Authorities and developers, we are developing a district heat network to provide affordable and low carbon heating to more than 21,000 homes in the London Borough of Bexley and the Royal Borough of Greenwich from Riverside 1 and Riverside 2.

The Riverside Heat Network will revolutionise how a large part of the city is supplied with heating, displacing natural gas to reduce new fossil carbon emissions, while bringing air quality improvements for residents. It will accelerate London's journey to net zero and will be the largest district heat project in the UK.

During 2022, we continued to progress commercial discussions with our partner Vattenfall, who will be delivering the project.

## Net zero goals with bolder ambitions continued

## Maximising the carbon benefit of our EFW process continued

## MAXIMISING RECYCLING OF BY-PRODUCTS FROM OUR EFW PROCESS

The EFW process produces both Incinerator Bottom Ash (IBA) and air pollution control residue (APCr). Cory monitors the rate of IBA and APCr production daily and have optimised process techniques to maintain levels of approximately 23 per cent and 2.8 per cent respectively for the wastes. Maintaining these levels indicates that Riverside 1 is operating effectively as per plant design.

In order to maximise the benefit of these by-products, we work with third parties who reprocess the materials into new products or render them inert. Cory's Sustainable Procurement Policy commits us to ensuring that our procurement practices and supply chain activities are carried out in a safe, ethical and cost-effective manner and deliver sustainable outcomes. Waste management activities in the UK are highly regulated, and we work closely with the Environment Agency and our suppliers to ensure that all our permitted sites remain in compliance with their permits. Suppliers are selected because of their ability to manage the waste materials effectively and in line with regulatory requirements, and we engage on an ongoing basis to ensure that the contracts are working effectively for both parties.



## Incinerator Bottom Ash

Once residual waste has been through our EFW process and the energy recovered to produce electricity, approximately 23 per cent becomes IBA. IBA contains combusted products such as ash and slag as well as glass, brick, rubble, sand, grit, metal, stone, concrete, ceramics and fused clinker.

In 2022, 170,000 tonnes of IBA from Riverside 1 was sent via river to a processing facility at the Port of Tilbury. We monitor the production of IBA by mapping the ash bunker and using weighbridge data for deliveries to Tilbury.

At Tilbury, the mineral fraction is extracted and the ferrous metals and non-ferrous metals are recovered. The metals then go to a specialist refinery to produce a high-quality metal product which is sent to smelters for reuse into a range of different applications. The effective removal of the metals allows the IBA minerals to be transformed into a sustainable source of aggregates, such as road paving and low-grade concrete, which can be used in construction and civil engineering projects as a replacement for primary material. Cory is working with the ESA to support the recognition of IBA Aggregates as an 'end of waste' product, by the Environment Agency.



Cory is working with ESA to support the recognition of IBA Aggregates as an 'end of waste' product, by the Environment Agency.

## Air Pollution Control Residue

Burning the waste in our EFW facility's combustion chamber releases a mix of hot gases. These gases heat up the water in the boiler into super-heated steam. This steam drives the turbine that is attached to the generator, producing electricity. To control flue gases we inject ammonia, hydrated lime, powdered activated carbon and water into the swirling gas flow. This helps to neutralise acids and capture heavy metal particles. The gas is then filtered, and the residue captured. This is known as air pollution control residue (APCr).

APCr accounts for approximately 2.3 per cent of the plant's output. We use silo weights to measure quantities, and for deliveries offsite we use weighbridge data. We currently recycle about 50 per cent of the APCr through a third party who turn it into carbon negative secondary aggregates used by the building trade. Until September 2022, the other 50 per cent was placed in long-term storage in the worked-out areas of a rock salt mine, which is considered an alternative to landfill. From September 2022, it began to be processed at an ash treatment facility, where the inherent cementitious properties of the APCr is used to help to treat and process other waste streams and enable safe and compliant disposal of the resultant stabilised waste. This use of APCr avoids the use of other cementitious materials, such as virgin lime and cement products, providing environmental benefits and carbon savings.

During 2023, we are undertaking testing to assess whether we could undertake APCr reprocessing on-site into construction materials. This would enable us to maximise the volume that goes to reuse and reduce transportation emissions from sending it to a third party for reprocessing.

170,000  
tonnes of IBA sent for reprocessing

9,000  
tonnes of APCr turned into carbon negative secondary aggregates

## EXPLORING THE OPPORTUNITY TO GENERATE HYDROGEN FROM OUR EFW PROCESS

The overall masterplan for our CCS project includes the opportunity to produce low carbon hydrogen from the decarbonised electricity we produce. Once the CCS technology is operational, the electricity will be used to power electrolyzers which convert water into hydrogen, providing a carbon-free fuel source for local road and river transport – such as the refuse vehicles and tugs which transport waste to the facility. The combination of energy recovery supported by CCS and the use of electrolysis will render the resulting hydrogen carbon negative.



## Net zero goals with bolder ambitions continued

## Actions and targets 2023

Aims	Objectives	2023 Targets
Get to net zero by 2040 or sooner	<b>Install carbon capture technology in our EfW facilities to provide net zero waste management services for our customers</b>	<ul style="list-style-type: none"> <li>Undertake all preparations required to submit DCO application for CCS project in the first half of 2024</li> <li>Progress discussions with commercial counterparties to identify solvent-based post-combustion technology provider</li> <li>Apply for Track-2 Phase-1 government support</li> </ul>
	<b>Work to reduce the volume of plastics in residual waste to reduce fossil carbon emissions from our EfW process</b>	<ul style="list-style-type: none"> <li>Continue to collect dense plastics at Wandsworth HWRC and promote awareness to local community</li> <li>Communicate the need to remove plastics from residual waste to our local communities</li> <li>Support industry campaigns which promote plastics recycling, e.g. ESA/British Plastic Foundation's joint campaign</li> <li>Engage with policy development that seeks to eliminate problematic plastics and improve recycling rates in the UK</li> </ul>
	<b>Get to operational net zero by maximising energy efficiency and phasing out use of fossil fuels</b>	<ul style="list-style-type: none"> <li>Use renewable diesel/HVO as a fossil fuel alternative (as far as availability allows) whilst monitoring developments in zero emissions plant and river vessels</li> <li>Engage with dock tractor manufacturer on development of electric dock tractors suitable for our operations</li> <li>Redevelop Barking Waste Transfer Station to maximise electrification of onsite processes and reduce reliance on fossil fuel</li> <li>Maximise efficiencies in heating, ventilation and air conditioning to reduce use of natural gas for heating, and explore electric heating options for site upgrades</li> <li>Invest in renewable energy through continued purchase of Renewable Energy Guarantees of Origin (REGOs)</li> <li>Continue engine idling programme on the tugs, monitoring idling time per tug and reporting back to crews</li> <li>Continue to implement maximum power on tugs at 80 per cent</li> <li>Deliver individual site energy efficiency plans</li> </ul>

Aims	Objectives	2023 Targets
Get to net zero by 2040 or sooner continued	<b>Reduce emissions from our value chain</b>	<ul style="list-style-type: none"> <li>Demonstrate engagement with key contractors and partners to show that opportunities to reduce embodied carbon in new-build products and employ low carbon construction techniques have been identified and prioritised</li> <li>Monitor use of consumables at Riverside 1 to ensure a robust KPI for consumption rate per tonne of waste processed and benchmark against other EfWs</li> </ul>
Maximise the carbon benefit of our EfW process	<b>Maintain investment in the efficiency of Riverside 1</b>	<ul style="list-style-type: none"> <li>Monitor plant efficiency so parasitic load per tonne of waste and power export per tonne of waste remain maximised and benchmark against other EfWs</li> </ul>
	<b>Deliver the Riverside Heat Network to make use of the waste heat from our EfW process</b>	<ul style="list-style-type: none"> <li>Continue to progress development of the Riverside Heat Network</li> </ul>
	<b>Maximise recycling of by-products from our EfW process</b>	<ul style="list-style-type: none"> <li>Develop proof of concept into opportunity to reprocess APCr onsite into building materials</li> </ul>
<b>Support decarbonisation of heavy transport by exploring the opportunity to generate hydrogen from our EfW process</b>		<ul style="list-style-type: none"> <li>Undertake all preparations required to submit DCO application (hydrogen production included on CCS application) in the first half of 2024</li> <li>Progress discussions with commercial counterparties</li> </ul>

## In this section

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# MAXIMISING POTENTIAL, MINIMISING IMPACT

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Maximising potential, minimising impact continued

We'll maximise waste potential whilst minimising our environmental impact.

Continually improving our environmental performance

ALIGNMENT TO UN SDGS



As a recycling and waste management company, our operations contribute towards environmental protection by ensuring waste is disposed of in a way that reduces the risk of pollution and negative environmental impacts.

We are committed to further protecting the environment by reducing our primary resource consumption; adhering to the waste hierarchy; and monitoring and reducing, wherever reasonably practicable, emissions to air, water and land from our operations.

We identify and manage our potential environmental impacts through ongoing and robust risk assessment. We set clear environmental objectives and targets

on a site-by-site basis to manage, minimise and, where reasonably practicable, eliminate these risks.

We work to enhance our environmental performance using the ISO 14001 standard for environmental management systems as part of our Integrated Management System (IMS). ISO 14001 allows us to manage our environmental responsibilities in a systematic manner, meaning we can fulfil compliance requirements at the same time as achieving our environmental objectives. Compliance obligations are continually monitored using a variety of different processes, such as audits and site visits, document and/or record review, management review meetings, competency assessments and external assessment visits by regulators, customers and external certification bodies.

CORY'S INTEGRATED MANAGEMENT SYSTEM (IMS)

Our Integrated Management System (IMS) is certified by a recognised external body according to:

- ISO 9001 for Quality Management;
- ISO 14001 for Environmental Management;
- ISO 45001 for Occupational Health and Safety Management.

Our environmental permits require us to have a certified environmental management system. Our decision to implement and maintain an integrated management system to the ISO standard which covers safety and quality as well as environmental management exceed the legal requirements upon us, but we believe that by implementing an integrated management system there are synergies and efficiencies which improve our ability to operate safely.

Our IMS covers all operating sites and our head office and applies to all aspects of our operations and all workers, including agency workers and long-term contract workers who work on our sites or where we control the operation.

AIR QUALITY

MATERIAL ISSUE



We comply with stringent air quality emissions limits and our emissions are continuously and independently monitored. We are constantly exploring new technologies and methods to reduce our air quality emissions.

Our air quality emissions are monitored by our Continuous Emissions Monitoring System (CEMS) and our emissions data is published monthly on our website, as well as the Annual Performance Report that we submit to the Environment Agency. During 2022, the Environment Agency undertook an audit of our emissions reporting and identified no non-compliances.

We work with independent bodies, including the Environmental Research Group at Imperial College London (ICL), to monitor the impact our EFW facility has on local air quality. ICL independently monitors air quality around our EFW facility at eight different monitoring locations in the surrounding boroughs of Bexley, Barking and Dagenham, and Havering. The results from ICL's 2022 study will be received later in 2023, but we expect them to confirm once again that the UK Air Quality Strategy objectives have been met at all monitoring sites around the facility.

During 2022, we continued our enhancement project to optimise the selective non-catalytic reduction system at Riverside 1 and further reduce the NOx setpoint. We determined that the plant could

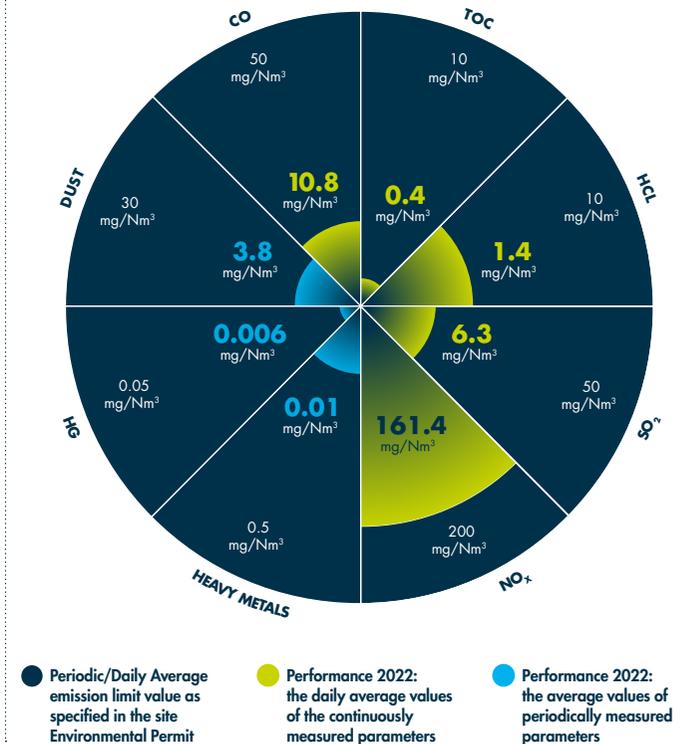
achieve 120mg/m<sup>3</sup> across all lines but due to the reduced availability of ammonia, and increased pricing because of the rise in energy prices as a result of the war in Ukraine, it is not currently a maintainable target. However, since starting a furnace upgrade project, we have seen a reduction in ammonia consumption to achieve the set-point of 170mg/m<sup>3</sup> due to the reduced temperatures observed by increasing the heat transfer within the furnace section of the boiler; therefore, we may be able to lower the set point on a long-term basis

with reduced volumes of ammonia. The project will conclude in 2023.

In 2022, we also upgraded our instrumentation to continuously monitor N<sub>2</sub>O via our CEMS.

At Riverside 2, our second EFW facility which will become operational in 2026, we are investing in Selective Catalytic Reduction technology which will reduce our NOx to the lowest in the UK of any EFW facility.

AIR QUALITY EMISSIONS FROM RIVERSIDE 1 – 2022



Maximising potential, minimising impact continued

# TRASH IS TREASURE

**Natalija  
Lavinskaja**  
Deputy Site Manager,  
Smugglers Way

Natalija Lavinskaja talks about the realities of the recycling industry.

**Q** What are the biggest myths or misunderstandings about recycling?

**A** Two of the key areas are around the materials which can be recycled, as well as what happens to these materials once they've gone into our recycling bins. There's an assumption that all plastics are bad and shouldn't be sent to recycling facilities in case they end up being disposed of incorrectly.

First and foremost, we don't view plastic as waste – to us it's a commodity, and more types of plastic can be recycled than people often think. If manufacturers use the right kind of plastic in their packaging, it can be reused and recycled multiple times, and doesn't need to be destined for landfill or other forms of disposal.

It's also easy to be cynical about how effective the recycling process is. We do occasionally hear of rogue traders disposing of materials illegally, but there are also robust controls in place to stop this happening.

**Q** How has the recyclates market been this year and what have been the biggest surprises and challenges?

**A** In 2022, the recyclates market has been classically up and down. Plastics started the year slowly and then saw a massive acceleration in value when the Plastics Tax came into force on 1 April. By the end of the year, the cost-of-living crisis and energy prices saw plastics come back down in value to where they were before the tax came in. With virgin polymer cheaper than recycled alternatives, companies simply use the virgin material and then pay the tax, therefore bypassing contamination concerns and getting a better yield than they would using recycled materials.

We saw a similar trajectory for metals and fibres. Unfortunately, the war in Ukraine is having ramifications on the recycling market, and it is difficult to see markets recovering while it continues.

**Q** What changes do you see on the horizon for the input to the Materials Recycling Facility (MRF) with the new policy initiatives we have coming?

**A** A big one will be mandatory collection of plastic film. Films are a real challenge for the MRF as they get stuck to everything and contaminate all recycle streams. Ideally, film would be collected separately but this may be a particular challenge in London, given the limited space for separate bins.

We need a crystal ball to anticipate the impacts of the Deposit Return Scheme. Others in the industry are predicting that we could lose 50% of recyclables coming into the MRF, and these will be all the feedstocks of value – plastic bottles and cans; potentially leaving us with films, mixed paper and glass. In the future, it might be tricky to get the same value for our products as we do now.



Maximising potential, minimising impact continued

**BIODIVERSITY**

We are committed to limiting the environmental impacts of any unavoidable disturbances to ecosystems caused by our operations and promoting the conservation of biodiversity as far as possible.

In January 2022 our proposed biodiversity mitigation strategy for Riverside 2 was approved by the London Borough of Bexley (as the Local Planning Authority). Delivering the strategy involves implementing the mitigation measures required to safeguard protected species during the pre-commencement works, construction and operational phases of the project. Net positive biodiversity is part of the design philosophy, and the scheme provides for replacement mitigation habitat plus 10 per cent.

Five areas of open space within the Bexley area have been identified for improvement works and long-term management to achieve improved habitat and biodiversity net gain. Cory is funding the work through its delivery partner the Environment Bank, which is working with the London Borough of Bexley to deliver the biodiversity enhancements. Work is due to commence in September 2023 across all the sites.

Cory on the river

Cory has been operating on the Thames since at least 1785 – first transporting coal, then oil, and then aggregates and waste on the river. The river has always been central to our operations, and we continue to be one of the biggest commercial operators on the Thames, using a fleet of five tugs and over 50 barges to ship 800,000 tonnes of material a year, removing the equivalent of 100,000 lorry journeys from London’s roads. Once Riverside 2 is in operation, we will be transporting around 1.5 million tonnes of material a year on the river.

In 2022, we were once again awarded Silver level for outstanding environmental performance from the Port of London Authority (PLA) Thames Green Scheme. This is a scheme for inland waterways, commercial and services operators to demonstrate their environmental performance for elements including air quality, carbon, energy, water quality, litter, waste and nuisance management.

The waste hierarchy

ALIGNMENT TO UN SDGS



MATERIAL ISSUE

Waste as a resource

In Cory’s sustainability impact assessment undertaken during 2022, stakeholders expressed a desire for Cory to take more action on waste reduction, reuse and maximising recycling.

We have now included a new aim on our sustainability strategy to “move materials up the waste hierarchy” with three objectives for 2023.

OBJECTIVES FOR 2023

- 1 Maximise recycling opportunities for local communities at our HWRCs
- 2 Support reuse initiatives in our local communities to move materials up the waste hierarchy
- 3 Support employees in their efforts to reduce their waste



We look forward to working on delivering these actions during 2023 and reporting on the outcomes in our next report.

During 2022, we continued our ongoing work to support reuse activities, which include providing free workshop space to ReWork – a Groundwork refurbish and reuse project based at the Household Waste and Recycling Centre (HWRC) that Cory operates on behalf of the Western Riverside Waste Authority (WRWA) in Wandsworth, where repairable goods are fixed up by trainees who are getting back into the workplace. Groundwork is an environmental and community regeneration charity with a mission to transform lives, places and communities in need in London.



ReWork, who have been successfully operating at the HWRC in Wandsworth for 13 years, examine items donated at the HWRC by community members and refurbish these for reuse where feasible, after which they are passed onto charity retailers and social enterprises for resale at affordable prices.

We also began collecting dense plastics at our Wandsworth HWRC initially as a trial, and now permanently. This means that local residents have a place to drop items such as buckets, laundry baskets, crates, storage boxes, wheelie bins, pallets, garden furniture, plant pots and car bumpers which would have previously entered the residual waste stream. If reusable, these can be dropped off as a donation or as waste if not. Items not fit for reuse go to a reprocessing plant in the UK where they are recycled into pellets for resale to manufacturers across Europe and Asia.

CARING FOR OUR LOCAL ENVIRONMENT

During 2022, Cory held two litter-picking events for employees to clean up litter from the Thames foreshore with environmental organisation Thames 21, who work with communities across Greater London to improve rivers, canals, ponds and lakes for people and wildlife.

A key goal was clearing floating and buried plastics to prevent these entering our rivers and oceans before they become ingested by animal life or break down into microplastics.

These were accompanied by litter-picking events at Riverside 1, Cory’s Barge Yard at Charlton and Ship Repair Yard at Gravesend. 70 employees were involved across all the events.

**Maximising potential, minimising impact** continued

## Actions and targets 2023

Aims	Objectives	2023 Targets
Continually improve our environmental performance	<b>Continually improve our Integrated Management System</b>	<ul style="list-style-type: none"> <li>Deliver accurate and timely capture of environmental data, reporting any exceedances, conducting internal audits, and supporting external audit, certification and verification programmes for 100 per cent of sites each year</li> <li>Investigate all non-conformances with root cause analysis, support sites in completing improvement plans, support insurance inspection regimes, share good practice and ensure compliance by applying the highest industry standards</li> </ul>
	<b>Improve local biodiversity and ecological management at our sites</b>	<ul style="list-style-type: none"> <li>Work with local stakeholders to implement approved biodiversity offset scheme for Riverside 2 development</li> <li>Deliver 10 per cent biodiversity net gain as part of Barking redevelopment</li> </ul>
	<b>Maximise resource efficiency</b>	<ul style="list-style-type: none"> <li>Use flow meters and site surveys to monitor compressed air usage at Riverside 1 (and identify potential leaks)</li> <li>Continue project to review flow meters to measure water consumption at Riverside 1 to match original design water balance diagrams</li> <li>Assess whether there are opportunities for efficiency in water use across sites and set targets in relation to reduced usage (rolled over from 2022)</li> </ul>
	<b>Ensure our air quality emissions are as low as possible</b>	<p>Riverside 1:</p> <ul style="list-style-type: none"> <li>Completion of NO<sub>x</sub> reduction trials</li> <li>Perform biannual extractive testing of Persistent Organic Pollutants (POPs) for each operating line</li> <li>Install instrumentation to provide an accurate monthly measurement for biogenic and fossil CO<sub>2</sub> percentage split</li> </ul> <p>Other sites:</p> <ul style="list-style-type: none"> <li>Undertake workplace exposure monitoring at Barge Yard, Ship Repair Yard and tugs to ensure levels are well below workplace exposure limits</li> <li>Install electric vehicle (EV) chargepoints at our site in Barking to facilitate the move to cleaner vehicles for employees (completed January 2023)</li> <li>Continue to provide free EV charging for employees</li> </ul>

Aims	Objectives	2023 Targets
Continually improve our environmental performance continued	<b>Seek external assurance of our environmental management and performance</b>	<ul style="list-style-type: none"> <li>Continue to participate in GRESB and the PLA Thames Green Scheme</li> </ul>
	<b>Engage employees on environmental issues</b>	<ul style="list-style-type: none"> <li>Work with Thames 21 to provide habitat restoration and litter-picking opportunities for employees</li> <li>Hold litter-picking events at Charlton Barge Yard, Gravesend Ship Repair Yard and Riverside 1</li> <li>Continue to engage employees on recycling and raise recycling rate at each site by 10 per cent</li> </ul>
Move materials up the waste hierarchy	<b>Maximise recycling opportunities for local communities at our Household Waste and Recycling Centres</b>	<ul style="list-style-type: none"> <li>Promote opportunity to deposit dense plastics at Wandsworth HWRC to residents</li> <li>Provide Waste Electrical and Electronic Equipment donated by local residents in Tower Hamlets to ReWork reuse workshop in Wandsworth</li> </ul>
	<b>Support reuse initiatives in our local communities to move materials up the waste hierarchy</b>	<ul style="list-style-type: none"> <li>Develop programme to identify reuse charity partner/s for long-term collaborative partnership</li> </ul>
	<b>Support employees in their efforts to reduce their personal waste</b>	<ul style="list-style-type: none"> <li>Run internal programme, with activities at least quarterly, to support Cory employees in personal waste reduction, reuse and recycling initiatives</li> </ul>

# INSPIRING PEOPLE,

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# ENABLING CHANGE



Inspiring people, enabling change continued

We'll keep inspiring positive change in our business and communities.

## Our social value

### ALIGNMENT TO UN SDGS



### MATERIAL ISSUE

#### Social value and community

Social value is the long-term, sustainable improvement for society that can be gained by promoting positive social, economic and environmental impact. By considering social value in the decisions we take as a business including the way we operate, employ our people, engage with our local communities and buy products and services, we can cultivate a more sustainable, resilient and inclusive society.

In 2022, Cory quantified the social value we generate from our activities for the first time, calculating that we delivered £84 million of value to society beyond profit and income. The figure encompasses the value for communities resulting from activities across our business

including supply chain spend and engagement, our apprenticeship programme, training opportunities for employees, diverting waste from landfill, engaging with employees and local communities on environmental issues, and supporting local community initiatives.

To undertake the analysis, we used the Thrive Impact Evaluation Standard (IES). The IES is aligned with the latest methodology and standards developed by the UK Government, enabling users to robustly quantify the impact of their activities.

In 2022, we developed a new social value strategy to build on the work we already do in the delivery of our core business and sustainability strategy. We identified three areas where we felt we had the best opportunity to maximise the social value we are generating, and where we believe we can best build on our existing efforts to make a difference to our local communities in the near term.

These are:

- 1 Supporting employability skills in our local communities
- 2 Focusing on the physical and mental wellbeing of our employees
- 3 Growing the reuse economy in our areas of operation

These three areas will act as a lens through which all decisions regarding community engagement will take place and provide a clear framework for deciding where efforts and funding should be allocated, and action is focused.

Cory will use our ongoing participation in the Thrive Platform, and the process of calculating our impact, to measure the added benefit we are providing to local communities through delivery of our services and additional efforts.

# £84m

of value delivered to society beyond profile and income

## Putting health, safety and wellbeing at the centre of everything we deliver as a business

### ALIGNMENT TO UN SDGS



### MATERIAL ISSUE

#### Health, safety and wellbeing

Enabling our employees to work safely is a fundamental value in our business. We measure our performance and share this information through weekly and monthly dashboards on key safety performance indicators, and we follow up with weekly calls between the leaders of the business. There are frequent site visits conducted by members of the Executive Leadership Team to review incidents and monitor the culture and morale of our workforce. This safety leadership is supported by robust systems, processes and equipment that have been designed to create safe, healthy and secure environments and work practices.

During 2022, we implemented three new incident forms in the Health, Safety, Environment and Quality Assurance (HSEQ) software that was introduced to the business in 2020. These forms captured Security incidents, Marine incidents and Outages or Loss of Production incidents. We also deployed several digitised safety inspection checklists and 2022 was the first full year of use for our integrated audit management module.

### HSEQ PERFORMANCE IN 2021 AND 2022

2021	2022	
0	0	Fatal
5	3	RIDDOR/MAIB Including reportable LTIs
5	4	Lost time
1,863	2,907	Safety observations and hazard reports

Several positive trends first seen in 2021 continued into 2022. The ease and simplicity of mobile app-based reporting, coupled with continued management emphasis on supervisors using this tool, together with the instant feedback from the dashboards it generates – has continued to drive an increase in the total number of safety observations and hazard reports. We now believe we are at a sensible and sustainable level of reporting and have not set any targets to increase this further in 2023. The number of safety observations and hazard reports equates to approximately one per employee per month, which is a recognised benchmark for good practice. This figure can be favourably compared with the marked reduction in reported incidents, from 172 to 136, and the reduction in RIDDOR/MAIB reportable incidents from 5 to 3.

2022 saw the integration of the Barking site into our Integrated Management System and since February, our safety figures include incidents at Barking. For this reason, the comparison between 2022 and 2021 is of a substantially larger business today than it was at year end 2021. Our due diligence prior to the acquisition of the Barking site revealed several areas where work was needed to bring the site up to Cory's standards regarding Health and Safety, and it is not surprising that a disproportionate number of incidents that did occur during 2022 occurred at that site.



**Inspiring people, enabling change** continued

**LOST TIME INJURIES**

Aims	Cory Employees	Rate*	Contractors and agency workers	Rate
Number of workers	367		107	
Hours worked**	689,960		201,160	
Minor Injuries	28	8.1	27	24.2
RIDDORs	2	0.5	1	0.9
Fatalities	0	0	0	0

\* Rate is calculated according to the Global Reporting Initiative – Occupational Health and Safety: Disclosure 403-9 Work-related injuries

\*\* Estimate based on average working hours per year



**Cory is committed to creating a supportive open culture, where colleagues are able to talk about their mental health.**

**Toby Warren**  
Director of HR

There were three RIDDOR/MAIB reportable incidents, one triggered by >7 days Lost Time, and one that was a specified reportable injury under the Marine Accident Investigation Branch reporting criteria which was below the threshold for RIDDOR reporting. The third RIDDOR was a third-party contractor who was injured on our site.

Prior to the publication of this Sustainability Report on our 2022 performance, on 24 April 2023 a team member tragically lost their life in an incident whilst working at our Materials Recycling Facility in Wandsworth. An HSE investigation is ongoing at the time of writing, and we are determined to use the findings to reinforce our uncompromising approach to ensuring the health and safety of all Cory employees and contractors. We will detail the findings in our 2023 reporting.

**OTHER KEY ACTIVITIES DURING 2022 INCLUDE:**

27 external and internal audits resulting in 216 findings; 85 minor non-conformances, 102 opportunities for improvement and 29 positive observations of good practice

Continuously reassessing risks and specifying the appropriate standards for controls to mitigate those risks

Regular training and toolbox talks – based on 12 ‘themes of the month’

Zero incidents reported via our whistleblowing hotline

Four Board meetings commenced with a safety moment, led by a Board Member

Recertification of our Integrated Management System (IMS) to ISO 9001, 14001 and 45001, and incorporation of Barking into our IMS

Weekly meetings between the CEO and operational directors to discuss health and safety matters.

Ten site engagement visits led by members of the Executive Leadership Team

Occupational health medicals delivered to 206 employees

45 site safety meetings

**PRIORITISING MENTAL HEALTH**

It is estimated that one in four people in the UK will seek help for mental health conditions during their lifetime. As a Mindful Employer, Cory is committed to creating a supportive and open culture, where colleagues are able to talk about their mental health. We are also committed to ensuring that our employees feel safe in disclosing any mental health conditions and confident that they will be properly supported and offered appropriate adjustments when required.

Following an industry-wide survey carried out by our trade body, the Environmental Services Association in 2022, we identified a need to focus our efforts on promoting the importance of good mental health across the business. This was backed up by a series of talks led by external speakers which highlighted the clear link between

poor mental health and bad safety decisions whilst at work. As a result, the Executive Leadership Team has made mental health a priority area for 2023, with planned activities including growing the number of Mental Health First Aiders in the business and offering free counselling to all team members.

**Inspiring people, enabling change** continued

## Being an employer of choice

**ALIGNMENT TO UN SDGS****MATERIAL ISSUE** Employment and skills

Cory employs just over 350 employees directly on our standard employment contracts, which are compliant with UK laws and regulations. We are proud to employ skilled people who are highly committed and passionate about what they do. Each month, Cory engages around 110 people via our trusted third party providers who work at three of our five Waste Transfer Stations, and at both MRFs.

Our success depends on keeping our people happy and motivated. We work to be an employer of choice, providing rewarding and fulfilling careers for a diverse range of people whilst ensuring excellence in performance. We do this by offering a broad range of training and development programmes, providing a wide range of benefits, ensuring that our managers are equipped to be effective leaders, and creating an inclusive and welcoming environment for all employees.

# 350+

employees directly on our  
standard employment  
agreements

We have many policies which provide clear guidance to employees on how we operate and reflect our values and vision. All our employment-related policies, forms and supporting information are available on the Company SharePoint, on which we have sections covering information for new joiners, induction, vacancies, healthcare, appraisals, payroll giving, childcare and mental health. Our HR Team handles matters such as recruitment, payroll, employment policies and some benefits, as well as clarifying company information such as annual leave and sick pay for our employees. All our sites have an employee handbook which provides information about Terms, Conditions and Benefits of employment at Cory, as well as details of general policies and procedures.

We ensure that our HR policies remain robust through regular review in line with evolving regulation and undertake updates as required. For example, during 2022 our maternity policy was updated to reflect changing legislation in relation to parental bereavement leave, as well to acknowledge more diverse family structures.

**Benefits offered to our employees:**

Life assurance

Parental leave and enhanced  
maternity pay

Pension

Cycle to work scheme

Occupational health checks

Financial wellbeing advice

Interest-free season ticket loans

Electric vehicle leasing scheme

24-hour private GP

Employee Assistance  
Programme (free, anonymous,  
24-hour hotline)**PROFESSIONAL  
DEVELOPMENT**

Employee development at all levels is fundamental to Cory's success. We have created training for every part of our business, from ensuring people have the required functional literacy and numerical skills to perform their roles, to the sponsoring of senior employees on MBAs and leadership training courses. Cory's Competence Management System (CMS) enables us to manage our sites safely and ensure ongoing training is delivered across our entire workforce. Our CMS is internally and externally audited and in 2022, we successfully gained recertification for the CMS from Lloyds Register.

[Read more on pg. 35](#)



In December 2022, I completed my apprenticeship for Level 5 CIPD Learning and Development Consultant and Business Partner. This has enabled me to grow my confidence and skills, to think strategically, and identify how learning and development can support wider business needs.

**Carl Johnston**  
Supervisor at Smugglers Way

Our range of learning and development activities during 2022 ranged from a Corporate Safety Day that a third of our workforce from Operative to Senior Leadership level attended, to Lift training, Manual Handling training, Financial Advice webinars and Mental Health First Aider training. Following the success of our First Line Management Programme in 2021, a number of employees chose to continue their study to ILM Level 5.

## Inspiring people, enabling change continued

## SUSTAINABILITY TRAINING

In January 2022 we launched sustainability training for all employees, with the questions:

- If someone asked you what sustainability means, what would you say?
- Could you tell them why it's important?
- Could you tell them how you're playing your part?

The training covered:

- What sustainability means and why sustainable practices are so important in addressing the threats that our planet is facing.
- What Cory is doing to be sustainable in everything we do.
- What you can do to ensure that you're playing your part in protecting the future of our world.

Employees were asked to submit a pledge at the end of the training on how they plan to be more sustainable at work. We share a few of the pledges below:

*I pledge*

**to turn off lights  
when not in use**

*Carl Johnston*

**TRANSFER STATION  
SUPERVISOR**



*I pledge*

**to always  
recycle correctly**

*Sylvie Rozowana Roy*

**ACCOUNTS PAYABLE  
ASSISTANT**



*I pledge*

**to oversee site  
improvements that  
improve our sustainability  
performance**

*James Andrews*

**HEAD OF  
LIGHTERAGE**



Inspiring people, enabling change continued

*I pledge*

to encourage sites to set  
improvement objectives to  
reduce their resource  
consumption

*Catherine Blakesley*

HEAD OF  
HSEQ



*I pledge*

to promote and support  
the use of digital  
platforms to cut down  
paper use

*Cristian-Liviu Cristea*

ASSISTANT PLANT  
OPERATOR



*I pledge*

to choose suppliers  
who embrace  
sustainability

*Sandra Scognamiglio*

BUSINESS PERSONNEL  
OFFICE ADMINISTRATOR



*I pledge*

to walk or cycle  
to work as much  
as possible

*Sorin Gilmeanu*

DATA COMPLIANCE  
ADMINISTRATOR



Inspiring people, enabling change continued

*I pledge*

**to encourage recycling,  
less printing, efficient  
purchasing and following  
the waste hierarchy**

*Penny Edmondson*  
BUSINESS SERVICES  
MANAGER



*I pledge*

**to ensure that all  
machinery is used in  
the most sustainable  
way possible**

*Maxim Yanuarev*  
MARINE TECHNICAL  
MANAGER



*I pledge*

**to always turn off  
my monitors at the  
end of the day**

*Charlotte Palmer*  
LEGAL  
COUNSEL



**Inspiring people, enabling change** continued

Our apprentice programme offers a pathway to a fulfilling career without the need for university. It's a chance to gain invaluable experience and qualifications while earning a wage and setting the foundation for a successful future.

**John Swallow**

Apprentice Programme Manager

**CORY APPRENTICE ACADEMY****ALIGNMENT TO UN SDGS**

Apprentices are deeply embedded in our business and a vital part of our past, present and future to ensure that skills pass from one generation to the next, addressing vital gaps in the employment market. We welcomed seven new apprentices to the business in 2022 across our Lighthouse, EfW and HSEQ functions.

To ensure the effective management and governance of the apprenticeship programme, Cory operates an Apprentice Academy overseen by a dedicated Manager who is responsible for ensuring that our apprentices have the best possible experience while they are on the programme, liaising with apprentice providers, managers and the apprentices themselves to ensure that each of them is on track to excel and complete their apprenticeship and ultimately progress into a long-term position with Cory.

The Apprentice Programme Manager acts as a mentor to each of the apprentices and meets with them regularly to ensure that any issues on and off the programme are addressed. In addition, they are a qualified Mental Health First Aider who can offer additional support where needed, which can be important when the apprentices are living and working away from home in their first jobs.

The Cory Engineering Programme for our engineers based at Riverside 1 is particularly innovative as the first 18 months is spent learning away from home at a leading Apprentice Training Provider in Humberside which specialises in Power Station training. This gives the apprentices a fully-funded student experience without the associated costs of going to university.

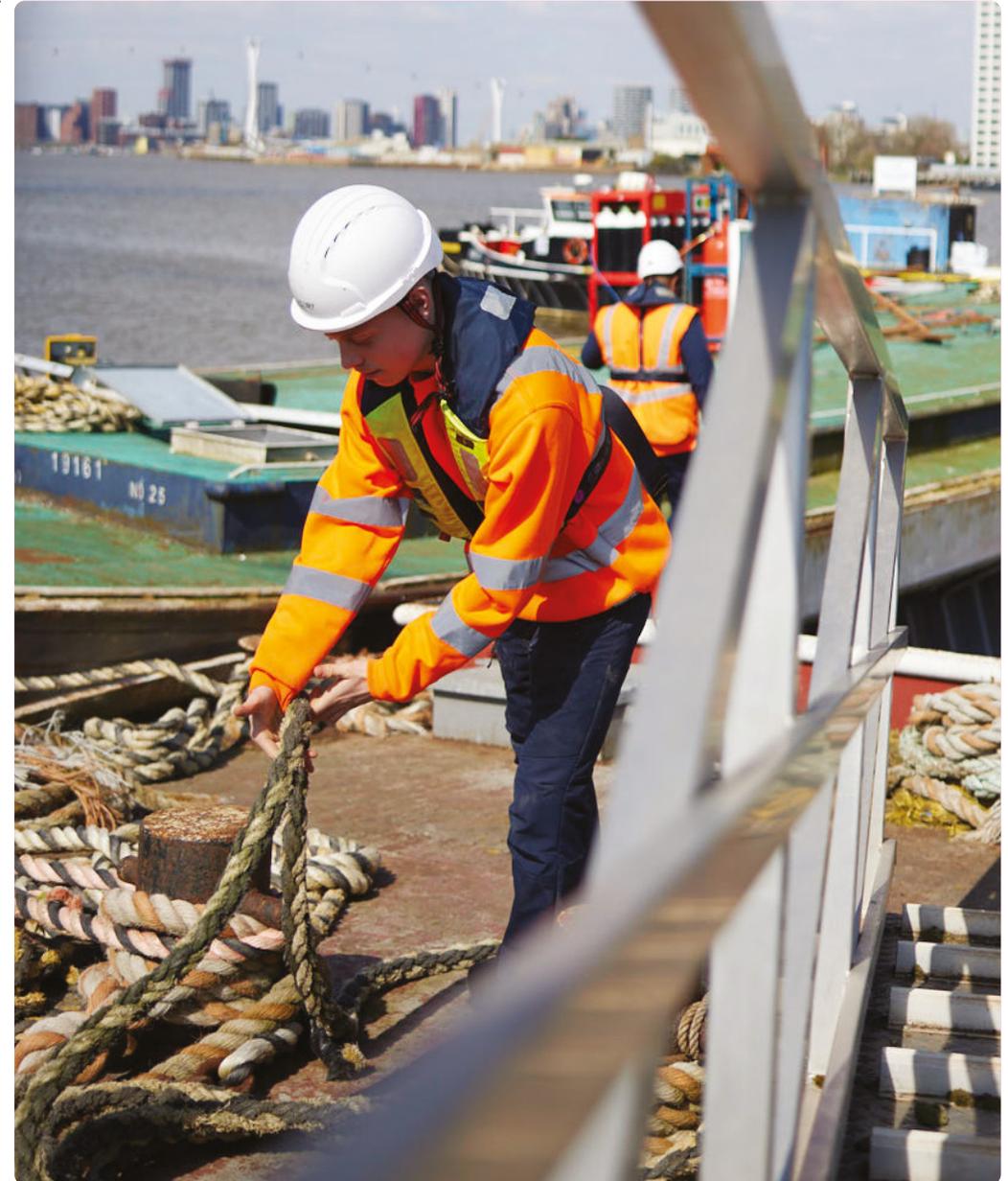
For 2023, Cory is recruiting additional engineers for Riverside 1 and a marine engineering fitter. Areas seeing apprentices for the first time include our Waste Transfer Stations and IT Department, with further upskilling opportunities identified across the business.

**ENGAGING WITH OUR  
LOCAL COMMUNITY ON  
APPRENTICESHIPS**

The Cory Apprentice Academy has continued to build its community relationships, with attendance at careers fairs in local areas to promote Cory as an employer of choice.

We work with The Ahoy Centre to support the development of careers on the river. The Ahoy Centre is a charity that helps disadvantaged children and people with disabilities get involved in water sports. In 2022, we delivered career presentations and employability sessions to Ahoy's apprentices, including help with preparing for interviews and assessment centres.

Through the Apprenticeship Levy, we can transfer some of our contribution each year to other organisations. We were proud to sponsor the entire new intake of apprentices at Ahoy in 2022 and look forward to working with them as they embark upon their careers; hopefully ensuring that they have a fulfilling experience working on the River Thames.



## Inspiring people, enabling change continued

Keon Ste-Croix tells us about his experiences of working on the river.

**Q** What is a typical day on the river like for you?

**A** A typical day on the river would be to get to work at my order time, which can range from 6am to 9am. When we get underway, we follow our orders to pick up barges and transport them to different wharves which could be all the way in Wandsworth if we're going through London, or some days we may head down river to Tilbury Dock.

As well as revising for my exams, my role as an apprentice lighterman is to attach the barges to the tug, throw ropes and ensure the vessels are secured. I also get time on the wheel as we're going up and down river. A typical day would be 12 hours at work, three days a week.

**Q** What is your background in maritime, and what made you want to work on the river?

**A** My introduction to the maritime industry was at The Ahoy Centre, where I was working with children doing river-based activities such as sailing, rowing and power boating.

Working with The Ahoy Centre opened my eyes to working on the river. I have lived in London my whole life and never considered working on the river because I just didn't know it was an option. The more I worked on the river, the more I enjoyed it and I knew I wanted to continue and progress further.

**Q** How important do you think it is to have apprenticeships as a viable option for young people?

**A** I think it's very important. Everyone learns at different speeds and we all have different abilities – some people don't do well in a classroom environment. Apprenticeships provide a way for you to learn practically whilst also getting first-hand experience in your chosen trade. I think that by the end of it you have learned more than sitting in a classroom.

**Keon Ste-Croix**

**Apprentice  
Lighterman,  
Charlton**



# INSPIRING CAREERS

**Inspiring people, enabling change** continued

## Support a thriving local community

We strive to be an asset to the communities in which we operate. We work to build strong, long-term and mutually beneficial relationships with our local communities.

When awarding the grants, we focus on organisations whose values are consistent with our own. This can include making a positive impact on the local people in the community, protecting the local environment, supporting the circular economy, promoting social and community cohesion and improving science, technology, engineering and mathematical skills.

In 2022, Cory's Community Fund supported a range of initiatives that support our values:

### Cory Community Fund

#### MATERIAL ISSUE

#### Community

Our Community Fund supports activities that improve people's lives in the communities where we operate, with successful applicants receiving grants of up to £7,500, with a total of £25,000 awarded.



Charity	Project	Outcomes
The School of Hard Knocks works with pupils at risk of exclusion or low educational attainment, engaging them through rugby, group workshops and one-on-one mentoring.	<b>Providing funding for the School of Hard Knocks to engage with Year 7 female pupils at the risk of exclusion from a secondary school in Southwark.</b>	
Nature Vibezz runs family nature-focused sessions at Knights Hill Wood in Lambeth.	<b>Supporting a summer school and providing resources for nature-focussed projects in Knights Hill Wood.</b>	
London Youth Rowing provides opportunities for disadvantaged young people to experience the benefits of rowing through a range of coaching, inclusion and health programmes.	<b>Funding rowing machines and coaching costs for schools in Kent.</b>	
The Friends of Lesnes Abbey & Woods contribute to events and fundraising for this unique park and woodland	<b>Teaching traditional green woodworking craft skills and about local ecology in Lesnes Abbey Woods.</b>	
Crayford Community Fridge provides a space where anyone can share food to combat food waste	<b>Setting up a Community Fridge in Crayford, Bexley, where surplus food from local food businesses, producers and households can be shared.</b>	



**Inspiring people, enabling change** continued

## Community engagement in 2022

### BEXLEY ECO-FEST

In June 2022, we sponsored Bexley Eco-Fest for the fourth year running, organising the event with the London Borough of Bexley and London South East Colleges.

A face-to-face event took place in Thamesmead with over a 1000 people attending. Stalls included Bexley Council, The Wasteless Market, Community Fridge, Too Good to Go and many more. The event featured sessions focused on positive environmental impact, advice on health and wellbeing, information from local community groups, live entertainment and family fun activities.

### INDUSTRIAL CADETS

Cory is a supporter of the Industrial Cadets scheme and sponsored two schools in Tower Hamlets and Bexley to undertake the Go 4 Set Project of Bronze Level and a Silver

Level work experience programme. This was undertaken in Summer 2022 and was run by the Engineering Development Trust.

### THE CHILDREN'S UNIVERSITY PASSPORT SCHEME

In 2022, Cory sponsored 300 'passports' for primary aged children in the Bexley Area, as part of a scheme which encourages families to visit learning destinations across the Borough.

### BELVEDERE COMMUNITY FORUM

During 2022, Cory continued its long-standing support for the Belvedere Community Forum, which promotes community cohesion and acts as the voice for the local community. The Forum is run by a Board of local residents who meet regularly to act as a focal point for issues of importance and concern to all the people of Belvedere.



## Building a sustainable supply chain

The quality of our suppliers and business partners is integral to the success of our operations and the long-term sustainability of our business. We want to work with suppliers who share our vision for the future and who take pride and responsibility in their operations.

Cory's supply chain includes categories such as business services, consumables for our EFW process, mechanical services, third-party training, material handling, plant and vehicles, safety services and goods, electrical services, and utilities. During 2022, we spent £114.5 million on 828 suppliers, of which 95 per cent were based in the UK.

Our Supplier Code of Conduct defines the standards which Cory adheres to and which we expect to be equally held by our suppliers, business partners and representatives. The Code includes requirements relating to suppliers considering their environmental and climate impacts and undertaking specific actions such as maximising energy efficiency, minimising waste and reducing their carbon footprint.

# 95%

of suppliers based  
in the UK

### Our modern slavery prevention programme

Modern slavery is the illegal exploitation of people for personal or commercial gain and covers a wide range of abuse and exploitation including forced labour, bonded labour, sexual exploitation, domestic servitude and criminal exploitation. Modern slavery is an indefensible and unacceptable violation of a person's basic human rights.

Cory supports the elimination of all forms of modern slavery and takes steps to assess and address the risk of modern slavery and hidden labour exploitation in our business and supply chain.

We are a member of the Slave-Free Alliance, whose advisors help us to identify ways in which we can advance our modern slavery risk identification and prevention programme and keep us abreast of any developments in relation to the Modern Slavery Act. We participate in the joint Environmental Services Association (ESA)/ Slave-Free Alliance Waste Industry Working Group, which meets regularly to discuss the issue of modern slavery in the waste industry and gives us the opportunity to learn from other businesses in our sector.

Our efforts, including our policies and procedures, due diligence processes and risk assessment, are detailed at length in our modern slavery statement which is issued in accordance with the Modern Slavery Act 2015 and available to download from our website. The statement shares the key actions we have taken to eliminate the risk of modern slavery and human trafficking in our business and supply chain during 2022, as well as the actions we intend to take in 2023 (which are also listed in the action section on page 33).

**Inspiring people, enabling change** continued

## Actions and targets for 2023

Aims	Objectives	2023 Targets
Put health, safety and wellbeing at the centre of everything we deliver as a business	<b>Achieve the highest safety standards</b>	<ul style="list-style-type: none"> <li>➤ Install Artificial Intelligence CCTV analysis capability to all operational sites by the end of Q3</li> <li>➤ Ensure accurate and timely capture of data, conduct internal audits and support external audit certification programmes for 100 per cent of sites each year</li> <li>➤ Investigate all safety incidences with root cause analysis, supporting sites in completing improvement plans, supporting insurance inspection regimes, sharing good practice and ensuring compliance</li> <li>➤ Engage with industry bodies such as CIWM, ESA and the Thames Skills Academy to ensure that we continue to deliver a Health and Safety programme that is aligned with the highest industry standards</li> <li>➤ Deliver monthly safety themes, supported with toolbox talks</li> <li>➤ Create a suite of video toolbox talks on behavioural safety and safety culture</li> <li>➤ All Executive Leadership Team members to conduct two safety site visits per year</li> <li>➤ Provide occupational health monitoring to all employees</li> </ul>
	<b>Invest in the mental and physical wellbeing of our employees</b>	<ul style="list-style-type: none"> <li>➤ Maintain Mindful Employer status and continue to provide Employee Assistance Programme</li> <li>➤ Assess success of Mental Health First Aiders Programme to determine whether to expand in 2024</li> <li>➤ Provide access to counselling sessions for employees on self-referral basis and continue to deliver Wellness training</li> <li>➤ Relaunch Managers toolbox talk on mental health and have mental health theme for Health and Safety 2023 engagement sessions</li> <li>➤ Provide Financial Wellbeing training for all employees</li> <li>➤ Provide annual medicals and seasonal flu vaccinations for all employees</li> <li>➤ Provide access to health welfare support for all employees</li> </ul>

Aims	Objectives	2023 Targets
Support a thriving local community	<b>Support the work of local organisations that seek to make a positive impact for local people</b>	<ul style="list-style-type: none"> <li>➤ Distribute funds for third round of Community Fund and initiate process for fourth round</li> <li>➤ Engage in London Funders Forum to increase reach of our Community Fund</li> </ul>
	<b>Provide opportunities for local community members to learn about our sector and support engagement in STEM learning opportunities</b>	<ul style="list-style-type: none"> <li>➤ Support primary schools in Bexley to achieve 'Eco School' Status</li> <li>➤ Deliver a work experience project for up to 10 students accredited by the Engineering Development Trust</li> <li>➤ Sponsor Children's University Passports for families and Special Educational Needs schools in Bexley and beyond to encourage engagement in education/learning initiatives</li> </ul>
	<b>Support young people into work, e.g., through mentoring, careers advice, cv guidance, etc.</b>	<ul style="list-style-type: none"> <li>➤ Work in partnership with London South-East College for the development of work experience projects</li> <li>➤ Support a local provider to help shape a Community Champion Programme</li> </ul>
	<b>Help our local communities and customers to move materials up the waste hierarchy</b>	<ul style="list-style-type: none"> <li>➤ Deliver programme of activities for Bexley residents to engage in local opportunities to live more sustainably, for example an Easter fair for up to 300 residents which promotes sustainability practices e.g. bike repair/clothes swap, Earth Day student fashion show</li> <li>➤ Develop a programme to identify a reuse charity partner/s to help grow the reuse economy in our areas of operation</li> <li>➤ Donate 100 per cent of used laptops to Laptops for the Homeless charity</li> </ul>

**Inspiring people, enabling change** continued**Actions and targets for 2023** continued

Aims	Objectives	2023 Targets
Be an employer of choice	<b>Meaningfully engage with our workforce to create a positive company culture</b>	<ul style="list-style-type: none"> <li>➤ Launch Cory Women's Network on International Women's Day</li> <li>➤ Increase awareness of neurodiversity and provide learning and management tools for all employees</li> <li>➤ Digitalise Cory's induction process</li> <li>➤ Maintain Investors in People accreditation</li> <li>➤ Hold annual all-employee engagement event</li> <li>➤ Share consistent inclusivity communications including acknowledging different cultures and lifestyles</li> </ul>
	<b>Provide rewarding and fulfilling careers for a diverse range of people</b>	<ul style="list-style-type: none"> <li>➤ Deliver individual learning plans for each site and each employee</li> <li>➤ Launch Coaching and Mentoring programme and provide training for mentors</li> </ul>
	<b>Continue to invest in our apprentices and grow the number of apprentices in our business</b>	<ul style="list-style-type: none"> <li>➤ Continue to expand our apprenticeship programme and provide ongoing support to apprentices once they have graduated</li> <li>➤ Aim for Gold level in the Investors in People apprenticeship scheme</li> <li>➤ Promote apprenticeship opportunities at local career events to increase applications from local residents</li> </ul>

Aims	Objectives	2023 Targets
Be an employer of choice continued	<b>Continually address the risk of modern slavery and labour exploitation in our business and supply chain</b>	<ul style="list-style-type: none"> <li>➤ Deliver modern slavery awareness workshops to employees at our new site in Barking and redeliver workshops for managers and supervisors and those with a high level of interaction with higher risk suppliers. Include content on the details, outcomes, and lessons learned from the incident of modern slavery identified in our Wandsworth MRF in 2021</li> <li>➤ Publish a Modern Slavery and Labour Exploitation Policy to provide a roadmap for our day-to-day operations on our approach towards eliminating modern slavery from our business and supply chain</li> <li>➤ Continue to work with Slave-Free Alliance and the ESA/ Slave-Free Alliance Waste and Resources Working Group to learn from our peers and ensure our prevention programme remains as robust as possible</li> <li>➤ Continue to audit our suppliers who work in industries that are most exposed to the risk of modern slavery and human trafficking, aiming for four audits in 2023, in addition to our two labour providers</li> </ul>
Improve sustainability within our supply chain	<b>Work with suppliers who share our vision for the future and who take pride and responsibility in their operations</b>	<ul style="list-style-type: none"> <li>➤ Examine the way we categorise suppliers and determine whether this could be reorganised to drive improvements in our procurement, supplier onboarding and auditing processes</li> </ul>
Maximise the social value we deliver to UK society	<b>Measure and increase our social value</b>	<ul style="list-style-type: none"> <li>➤ Publish an annual quantification of our social value contribution to UK society</li> <li>➤ Engage on social value across the business to increase the robustness of our data collection processes</li> <li>➤ Seek to increase our social value through delivery of our new social value strategy and its three goals</li> </ul>

## Our reporting

This section includes content about our policies, procedures and processes that meets the requirements of the Global Reporting Initiative Standards.

### POLICY COMMITMENTS

Cory's governance framework is designed to ensure the highest standards of business behaviour and accountability. Our policy commitments related to responsible business conduct include our Anti-Bribery and Corruption Policy, Anti-facilitation of Tax Evasion Policy, Delegated Authority Policy, Sustainable Procurement Policy, Confidential Reporting Policy, Environmental and Energy Policy and Health and Safety Policy. The policies are in line with UK regulatory requirements and set out actions that Cory expects its employees to undertake to ensure that we conduct business fairly, honestly, openly, safely and with minimal impacts on our local environment.

Cory's policies are approved by our Board of Directors, signed by our Chief Executive Officer, and are publicly available on our website, as well as internally through our SharePoint and on noticeboards throughout sites. The policies are applicable to all Cory's entities and operations and our supply chain as required and are intermittently reshared and communicated through training and other engagement opportunities.

### EMBEDDING POLICY COMMITMENTS

Policy commitments are embedded in the organisation in different ways. For example, the Legal Team own the policy commitments related to business integrity and review these regularly to ensure they remain aligned with legal requirements, training is determined by the requirements of our Competence Management System (CMS) and training policy. Cory's policies and standards to manage health and safety risks are promoted by regular training and 'toolbox talks'.

Our Supplier Code of Conduct sets out the expectations of our policies for suppliers in terms of health and safety, sustainability, people, compliance with ethical business practice laws, confidentiality, data protection and prompt payment, and is shared with suppliers during the onboarding process. When completing our New Supplier Information Sheet, suppliers must confirm that they will comply with the Code of Conduct.

Training is determined by our training policy, personal development plans and the requirements of our CMS. New employees are invited to undertake training on Anti-Bribery and Corruption, Tax Evasion, Sustainability, Cyber Security and Manual Handling. A Modern Slavery toolbox talk is also shared. A Learning and Development brochure is shared annually with all employees allowing our people to submit training nomination forms for courses of interest, following line manager approval. Included in the brochure are training courses on Waste Management, Managing Personnel and Communications, IT, Health and Safety, Plant and Equipment, and Driver training.

### PROCESSES TO REMEDIATE NEGATIVE IMPACTS

Cory has contact details for all sites on our corporate website, and a number and email for general enquiries. Complaints received from external parties are managed in accordance with the site-specific work instruction on how to deal with complaints. Details of the complaint are recorded on the relevant site record. Following notification of an external complain, the Site Manager/HSEQ Assurance Team will respond accordingly.

Where appropriate, concerns of serious wrongdoing, (e.g. fraud, corruption, endangerment of personal wellbeing, damage to the environment etc.) are managed according to Cory's Whistleblowing Procedures and Guidance.

Customer satisfaction is monitored and recorded in line with contract requirements. The process for monitoring this can be dependent on the nature of the contractual arrangements with individual customers, and is undertaken for example through surveys and feedback, including complaints and compliments.

### MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS

Our Confidential Reporting (Whistleblowing Policy), together with our internal Whistleblowing Procedures and Guidance, reinforce our culture of openness and transparency by encouraging employees and third parties to speak up if they have concerns about any serious risk or wrongdoing within Cory or within a Cory supplier or customer. If a person is not comfortable raising a matter within the business, they can contact the external, independent whistleblowing service SeeHearSpeakUp to raise a concern. Posters communicating the details of the service are displayed at all our sites in English, as well as Polish and Romanian, where these languages are spoken widely at site.

Cory has a grievance procedure which enables individuals to raise issues about their work, or about their employers, clients or fellow employees that affect them, with their immediate manager/supervisor. Most routine complaints and grievances are best resolved informally in discussion with the employee's immediate line manager/supervisor. Where a grievance cannot be resolved informally, it must be dealt with under the formal stages of the grievance procedure.

### COMPLIANCE WITH LAWS AND REGULATIONS

There were no significant instances of non-compliance with laws and regulations during the reporting period.

**Our reporting** continued**TRAINING AND EDUCATION**

Cory operates all its environmental permitted and licensed sites to the Energy and Utility Skills Competence Management System (CMS) Standard.

The overall aim of the CMS is to ensure environmental protection and protect human health from the processes and occupational risks associated with our operations and certify compliance with the relevant permits. Cory ensures that the competence of relevant employees at each level of the Company, whose work affects this protection, is managed and suitable. Competency covers skills, knowledge, behaviour and demonstrated ability.

We have a Corporate Competency Matrix which identifies roles that have relevance for our permits, and a Roles, Responsibilities and Authorities summary which outlines the duties and responsibilities that particular roles have within the business; this is briefed regularly to employees, for example during inductions and when there have been changes. All employees have a "role profile", with objectives set in their annual appraisals and competency logs which are reviewed by line managers.

We believe that our CMS enables us to work in the most positive and proactive way to ensure that we are maximising the ability of all employees with continued training and development, carrying out effective succession planning, and continuing to improve the efficiency and sustainability of our operations. We work to exceed the expectations of the CMS in terms of Health and Safety and skills development, and use it as a framework to ensure that employees are aware of their responsibilities, particularly towards permits, environmental protection, and Health and Safety, and also that our contractors also operate to a similar high standard. We ensure that competency is effectively monitored and improved and can be actively demonstrated to our stakeholders including customers. Our CMS policy is shared on noticeboards to communicate the standards we operate to employees.

We undertake internal and external audits on the CMS. In 2022, we successfully gained recertification for the CMS from Lloyds Register, which provides a framework for identifying the skills and competencies required for key employees.

**OUR MANAGEMENT APPROACH TO HEALTH AND SAFETY**

We take an integrated approach to HSEQ which ensures that these topics are considered at every stage of our operations. Healthy and safe operations are achieved by assessing risks and specifying the appropriate standards for controls to mitigate those risks. The overall purpose is to reduce risk to a level as low as reasonably practicable and to ensure all activities are conducted within the overall risk appetite set by the Board. The Board takes seriously its responsibility to foster and encourage the behaviours and values that underpin safe operations at all levels. We publish our Health and Safety, Quality, Environmental and Energy, and Fire Safety Policy statements on our Company web page. Our policies and related standards for managing health, safety and environment matters are promoted by regular training and toolbox talks.

Every Board meeting includes a discussion of key health, safety and environment matters. Board members also undertake engagement visits to gain further insights into the business and to examine our health, safety and environmental performance.

Health and safety reports and statistics are compiled and circulated to the Executive Leadership Team (ELT) each month. Cory's Director of HSEQ Assurance is an ELT member and reports directly to the CEO. The ELT discuss health, safety and environmental matters monthly, and the Operational Leadership meets weekly to review progress and performance.

The ELT is responsible for the effective operation of policies, processes and controls designed to manage identified risks. The Group has an HSEQ Assurance Team that is independent from the operational business. The team is tasked with ensuring compliance with all relevant regulations and ensuring we meet the conditions of our environmental permits. This team gathers and shares good practice in the form of standardised work instructions for all risk-assessed tasks, and by mandating the training and communication of matters related to safety to all employees conducting work under our control. This covers topics such as traffic management, working at height, fire, etc.

We strive to prevent incidents and to continuously improve our performance, monitoring safety KPIs at monthly leadership meetings and intervening when required. Health and Safety is central to all decision-making, with targets and objectives aligned to the safe operation of our sites and the safe delivery of projects and improvement plans. We focus on positive actions such as increasing the number of safety observations,

hazard reports, successful audits and progress against improvement plans which we believe are highly correlated with enhanced safety. Where accidents do occur, we aim to investigate them promptly and to learn from each incident and make improvements so that the same factors will not result in a repetition of the same event.

We operate a whistleblowing system so that safety concerns might be raised by any person without fear of adverse reaction in the knowledge that they will be investigated independently of the operational management. The Company is a member of the Environmental Services Association (ESA) and participates in industry-wide initiatives and working groups to improve safety within the waste management industry. In 2022, Cory employees were active in supporting ESA projects aimed at improving risk assessment, vehicle & pedestrian interfaces, occupational health monitoring and mental health. Senior employees are active on key industry working groups and committees and can influence legislation, regulation and best working practices.

Compliance with our legal obligations, including Health & Safety Executive (HSE) regulations and Environmental Permit conditions forms a significant part of our license to operate. Our relationship with key customers, many of whom are Local Authorities and public bodies, as well as our reputation within the wider community is influenced by our ability to demonstrate our commitment transparently and credibly in

accordance with the highest safety and environmental standards, often exceeding the standards required by legal compliance alone.

The scope of our safety management system extends to all our operational sites and our head office. It covers employees anywhere they are engaged in work for the company, contractors and agency workers conducting work within our control whilst on site or onboard our vessels, and any visitors to our sites or vessels. Most of our safety incidents occur on site, in work areas where there is operational plant and equipment. Off-site incidents are rare, although they do occur and where they do, they are managed in the same way as incidents on site, and we coordinate other stakeholders as necessary; for example, in clean-up or root cause investigations.

**OUR AUDIT PROGRAMME**

Every site for which we are responsible participates in a rigorous internal and external audit programme, with at least one independent visit each year by an audit team able to competently assess and evaluate the safety management system, thereby providing assurance as to the overall effectiveness of the management approach. The HSEQ Assurance Team also carries out ad hoc audits and visits to assess the effective functioning of the processes and controls that have been implemented to prevent harm. These visits result in improvement plans which are monitored via annual management review meetings. We presently have 77 improvement plans in progress.

**Our reporting** continued**HAZARD IDENTIFICATION,  
RISK ASSESSMENT AND  
INCIDENT INVESTIGATION**

The ELT regularly reviews the company's risk register and discusses emerging risks. This focuses on enterprise-wide risks, and a report is made to the Board twice yearly on any changes in risk rating and progress against improvement plans to mitigate those risks.

Site management has day-to-day responsibility for evaluating and controlling operational risks. All tasks and areas where work is conducted are assessed through a formal risk assessment process, which is reviewed periodically by supervisors and managers in conjunction with specialists from the HSEQ Assurance Team. Risks may be reviewed more frequently, for example following any significant changes in operations or as the result of any safety incidents that may occur.

A digitised hazard observation and recording system is available to all supervisors and managers, via a mobile app and shared tablets at sites. This system enables any uncontrolled hazards to be recorded and actions created to ensure matters are rectified, as well as providing management with insights into the frequency and locations at which hazards manifest most often. This process facilitates proactive and early engagement to identify the opportunities for improvement that prevent recurrence of uncontrolled hazards. The same process is also used to record good practice, through safety observations. The focus of safety observations is to emphasise the positive as well as to identify areas for improvement.

All workers are trained and encouraged to participate in safety observations and hazard spotting. Each record that is created is reviewed by a nominated responsible person at each site to ensure an appropriate response for each hazard that is raised. Managers have targets for the number of observations logged at their sites, and visitors to sites are encouraged to make any observations during of their visit.

In the extremely unlikely event of a situation arising where workers face an immediate threat to their safety or health, they are empowered to cease work and remove themselves to a place of safety. This absolute guarantee is stated in our H&S policy and is reinforced in our management procedures and through training.

Where safety-related incidents do occur, or where a failure of controls results in a 'Near Hit', there is a formal procedure for investigation of the root causes of that incident, and for capturing learnings and following up on actions to prevent recurrence. This procedure uses the same digital software for making safety observations and hazard spotting previously described, and once again all employees are trained and able to use this system to record any incident that results in injury, environmental harm or property damage. Site management can assign an investigator and all the evidence is collated and reviewed before a conclusion is drawn as to the circumstances of the incident, and plans are made in conjunction with operational management for the most appropriate actions to drive improvement.

**OCCUPATIONAL HEALTH  
SERVICES**

Occupational health surveillance is available to all employees. This is outsourced to a third party and takes the form of an annual medical evaluation performed at site, during working hours. The specific medical tests available to each employee are based on a risk assessment of the tasks they perform – for example, audiometry for those who are exposed to high noise environments and are required to wear hearing protection. If any anomalies are found during routine health surveillance, this may result in a referral to specialist healthcare provider. The company receives reports from the occupational health provider detailing the number of assessments performed and the number of referrals and identifying any omissions or gaps in the provision of service.

In addition to the health surveillance programme, there are additional programmes aimed at employee wellbeing and offered as part of the company's employee benefits package, such as free eye tests and discounts on glasses, and free access to a 24-hour online doctor.

**WORKER PARTICIPATION,  
CONSULTATION AND  
COMMUNICATION ON  
OCCUPATIONAL HEALTH  
AND SAFETY**

Each site has a safety committee, which meets at least four times per year. This committee consists of site management, participants from the HSEQ Assurance Team, and representatives of employees. The employees are free to elect their own representatives, and each participant at these meetings has equal standing. Issues that are discussed include recent incidents and the results of any investigations, safety-related KPIs, opportunities for improvement, and learnings or good practice from other sites. Proposals for future training, toolbox talks and feedback on the CAPEX programme are discussed at these meetings, the results of which are fed back to Senior Management.

The internal and external audit programme reviews the minutes from these meetings, as well as conducts interviews with employees to assess whether two-way communication is effective. Other communication channels that are available include the company's intranet, employee noticeboards, and email cascades and toolbox talks given by supervisors, all of which are used to share posters, flyers and other safety-related information.

**WORKER TRAINING ON  
OCCUPATIONAL HEALTH  
AND SAFETY**

We provide ongoing training to ensure that we maintain the highest standards and that awareness of key safety-related issues raised throughout the organisation. We enrol our people on external courses, and all personnel are assigned training on safety topics using our online learning platform called Safety Hub. In addition, personnel may be selected for training courses from the National Examination Board in Occupational Safety and Health (NEBOSH) and The Institution of Occupational Safety and Health (IOSH).

285 courses on occupational health and safety were completed on our dedicated Safety training hub during 2022. Training was conducted at all levels of the business from the ELT to the shop floor.

## Our reporting continued

## Delivery of 2022 targets

Ambition	Goals	2022 Actions and targets	Delivery in 2022
<b>MOVING TO NET ZERO</b>			
Achieve net zero carbon emissions across our operations by 2040	<b>Progress policy and planning timeline to capture carbon from our existing and future EfW facilities</b>	Commence Development Consent Order pre-application phase, including Environmental Impact Assessment scoping	<ul style="list-style-type: none"> <li>Progressed the basis of design for the CCS and hydrogen projects and the pre-front-end engineering and design process and mechanical engineering deliverables for CCS</li> <li>Received Section 35 confirmation of a nationally significant project and approval of the Development Consent Order process</li> <li>Progressed site surveys and preparing for BEIS/Department for Energy Security and Net Zero Track-2 application ahead of funding window opening in 2023</li> <li>Progressed commercial relationships on CCS (technology, transport &amp; storage, carbon trading) and hydrogen (technology, offtake, market assessment)</li> <li>Became one of the founding members of Bacton Thames Net Zero cluster</li> </ul>
		Commence next phase of stakeholder engagement – including local, political and regulatory stakeholders – and develop consultation strategy	Preparing stakeholder engagement programme to be conducted in conjunction with Riverside 2 stakeholder engagement
	<b>Work to improve understanding of the plastic content of residual waste, and publicly communicate on the need to remove plastics from residual waste</b>	Undertake enhanced waste composition sampling of waste entering Riverside 1 to better understand the types of plastic in residual waste	Completed January 2022 and used to determine plastics campaign content
		Deliver communications campaign on the results of the plastic content analysis and on the need to keep plastics out of residual waste	Launched press release and social media content in July 2022 Working to progress our position on plastics in 2023
		Identify a stable offtaker for recycling sacks coming into the Materials Recycling Facility	Completed as of April 2022
	<b>Maximise energy efficiency across all sites and activities</b>	Sites to deliver individual energy efficiency plans and increase focus on energy use and efficiency in day-to-day operations	Delivered with energy use ratio for kWh of energy used per tonne of waste processed improved at all Waste Transfer Stations
		Ensure meters are installed on all fuel storage tanks and usage is recorded	Still engaging with Operations at two sites to accurately record usage of fuel (instead of purchase figures)
		Continue LED lighting programme across all sites	In progress, all sites now at least 70 per cent LED
		Continue engine idling programme on the tugs, monitoring idling time per tug and reporting back to crews	All tug crews are following the instruction and idling has been reduced the minimum
		Continue to implement maximum power on tugs at 75 per cent and track fuel-saving results over the year	Programme has been ongoing since June 2021 and fuel savings have been maintained
	Upgrade optical sorters in the Materials Recycling Facility to improve energy efficiency and capture rate	Order was made in November 2022, with installation scheduled for early 2023	

## Our reporting continued

## Delivery of 2022 targets continued

Ambition	Goals	2022 Actions and targets	Delivery in 2022
<b>Achieve net zero carbon emissions across our operations by 2040</b> continued	<b>Invest in no new diesel site vehicles or heavy plant from 2030, and achieve total phase-out by 2040</b>	Hire an electric dock tractor and establish the charging requirements and optimum location of chargepoints	Completed trial of an electric dock tractor in January 2022 and will undertake a long-term trial once a hydraulic wet pack (for tipping containers) has been developed by the manufacturer for the electric unit. Ordered two internal combustion engine dock tractors which can be retrofit to electric engines once the technology is available
	<b>Phase out natural gas from all sites by 2030</b>	Maximise efficiencies in heating, ventilation and air conditioning	Following improvement works across sites in 2021, gas use reduced by 115,000 kWh across the three sites which use it (a milder winter also contributed). Smugglers Way WTS installed new thermostats in the changing rooms facilities to better control temperatures for employees
	<b>Continue to use HVO in our river fleet while undertaking R&amp;D into zero emissions marine vessels (subject to availability)</b>	Identify any next steps following feasibility study with BAE Systems and Wight Shipyards	Feasibility study identified that success factors could not be met at this time and Cory therefore did not progress with the next stage of the project which was a demonstration vessel
	<b>Invest in renewable energy</b>	Continued purchase of REGOs	REGOs purchased for all sites excluding Barking Waste Transfer Station and the Port of Tilbury
<b>Maximise the carbon benefit of our process</b>	<b>Develop Riverside 2 to further divert waste from landfill</b>	Achieve financial close on the Riverside 2 project and enter into key contracts required to implement the Riverside 2 project Commence enabling and then main works	Financial close reached in December 2022 – key commercial agreements will be linked to financial close with works on site commencing January 2023
	<b>Maintain investment in the efficiency of Riverside 1</b>	Deliver project to improve the sliding bleeds control of the turbine to improve the efficiency of electricity generation	The project was delivered with efficiency improvements achieved – during 2023, we will undertake further borescope inspection to determine the long-term impact to the steam turbine
	<b>Make use of our waste heat by providing heat to a district heating network</b>	<ul style="list-style-type: none"> <li>Following on from the collaboration agreement between Cory and Vattenfall, enter into heat offtake agreement with Vattenfall for the supply of heat from Riverside 1</li> <li>Confirm the heat pipeline route from Riverside</li> <li>Secure planning permission</li> <li>Continue to advance relationships with stakeholder authorities and prospective heat customers</li> </ul>	Negotiations on the heat offtake agreement continued throughout 2022
	<b>Achieve complete circularity of our combustion process, which means maximising reuse of by-products</b>	Select supplier/s for APCr processing for the next three-to-five-year period, ensuring that a full market analysis of all potential opportunities over the next ten years has been completed	Complete – 50 per cent of the APCr continues to be recycled through a third party who turn it into carbon negative secondary aggregates used by the building trade – from September 2023, the other 50 per cent is processed at an ash treatment facility where the inherent cementitious properties of the APCr is used to help to treat and process other waste streams and enable safe and compliant disposal of the resultant stabilised waste



## Our reporting continued

## Delivery of 2022 targets continued

Ambition	Goals	2022 Actions and targets	Delivery in 2022
<b>Maximise the carbon benefit of our process</b> continued	<b>Engage with our supply chain on emissions reductions opportunities</b>	Pilot and implement a methodology to factor CO <sub>2</sub> into decision-making processes and investments	The methodology devised could not be applied as intended as our large procurements in 2022 were sole source. The reality is that it is very difficult to engage with Operations on reducing the CO <sub>2</sub> impacts of large procurements which are technically specific and timebound. Our Sustainability Team will continue to explore avenues for how we can work with our Operational Teams and supply chain to reduce the associated CO <sub>2</sub> emissions of our procurements
Explore opportunities for sustainable building design, and low-carbon construction and procurement for new build projects	<b>Work with our contractors and partners to reduce embodied carbon in our new build projects by adopting new technologies, piloting new materials and specifying low-carbon energy and diesel alternatives where feasible</b>	Demonstrate engagement with key contractors and partners to show that opportunities to reduce embodied carbon in new build products and employ low-carbon construction techniques have been identified and prioritised	As part of the planning approval for Riverside 2 project, the EPC contractor will deliver the project in accordance with the Construction Environmental Management Plan (CEMP), which contains several relevant provisions relation to low carbon, waste minimisation and the natural environment. The Administrative Block for the project has been specified by Cory to achieve a BREEAM Technical Standards level of 'Very Good'

## EMISSIONS AND AIR QUALITY

Improve air quality across all sites	<b>Continuously explore opportunities to reduce emissions from Riverside 1</b>	Carry out enhancement project to understand actions required to optimise selective non-catalytic reduction system and further reduce NO <sub>x</sub> setpoint	Trial completed with potential to achieve 120mg/m <sup>3</sup> – however, due to availability issues combined with increases in ammonia pricing, it is currently not a sustainable target - read more on page 17
	<b>Improve air quality measurement across all sites and identify opportunities to make improvements</b>	Undertake instrument upgrade to continuously monitor N <sub>2</sub> O Standardise occupational health monitoring across all sites for fumes and dust, beyond regulatory requirements	<ul style="list-style-type: none"> <li>• Calibrations functions to be applied to CEMS software</li> <li>• Riverside 1 completed the same health monitoring tests at the Waste Transfer Station in Summer 2022</li> <li>• Lighterage have budgeted to carry out air quality testing at onshore locations and one tug in 2023</li> </ul>
	<b>Facilitate the move to cleaner vehicles for employees</b>	Continue to offer electric vehicle leasing scheme and provide chargepoints for employees	Delivered

## Our reporting continued

## Delivery of 2022 targets continued

Ambition	Goals	2022 Actions and targets	Delivery in 2022
<b>CARING FOR OUR LOCAL ENVIRONMENT</b>			
Enhance our environmental performance through use of an effective and continually improving environmental management system	<b>Continue to improve ISO 14001 Environmental Management System</b>	Continued external certification and improvement of our ISO 14001 Environmental Management System through: <ul style="list-style-type: none"> <li>• Improvement plans</li> <li>• Internal and external auditing</li> <li>• Staying abreast of legal requirements</li> <li>• Reviewing the impacts of our energy use</li> <li>• Adopting key elements of ISO 50001 within existing management system</li> </ul>	Delivered
	<b>Participate in selected external schemes to seek assurance of our environmental management and performance</b>	<ul style="list-style-type: none"> <li>• Participate in PLA Thames Green Scheme to demonstrate Cory's commitment to a cleaner, healthier Thames</li> <li>• Continue annual participation in the GRESB Infrastructure Asset Assessment to seek an external benchmark of our ESG management and performance</li> </ul>	Completed – received PLA Thames Green Scheme Silver Award and 98/100 on GRESB
Maximise water efficiency	<b>Monitor water use across all sites, identify opportunities to reduce consumption, and develop and implement efficiency programmes</b>	<ul style="list-style-type: none"> <li>• Explore options for improved water usage meterage at Riverside 1</li> <li>• Include water use on site energy use dashboard</li> <li>• Identify sites with highest water usage and understand why</li> <li>• Assess whether there are opportunities for efficiency in water use and set targets in relation to reduced usage</li> </ul>	<ul style="list-style-type: none"> <li>• Riverside 1 actions rolled to 2023</li> <li>• Water included on energy use dashboard from Q2</li> <li>• Some sites undertook a water check from Thames Water during the year and implemented improvement actions</li> </ul>
Improve our understanding of local biodiversity issues and ecological management at our sites	<b>Develop and implement a Biodiversity Action Plan for our site in Belvedere to identify opportunities to strengthen biodiversity and ecosystem services</b>	Understand opportunities for enhanced biodiversity management at Riverside 1	<ul style="list-style-type: none"> <li>• As part of the planning approval for the Riverside 2 project, the technical details of the biodiversity offset agreement have been agreed with the Local Planning Authority (the London Borough of Bexley) including a 10 per cent net gain</li> <li>• Cory has contracted the Environment Bank for delivery of the agreement</li> </ul>

## Our reporting continued

## Delivery of 2022 targets continued

Ambition	Goals	2022 Actions and targets	Delivery in 2022
<b>HEALTH, SAFETY AND WELLBEING</b>			
Continually improve our Health and Safety performance and ensure that our employees, and those who may be affected by our activities and operations, are safe	<b>Engage with employees to further promote a positive safety culture</b>	<ul style="list-style-type: none"> <li>• Increase the number of users reporting hazards, making safety observations and conducting risk assessments</li> <li>• Run several engagement sessions bringing the workforce together to hear external speakers and share ideas and examples of good practice and areas for improvement</li> <li>• Continue monthly safety themes</li> </ul>	<ul style="list-style-type: none"> <li>• We increased to 2,996 Safety Observations and Hazard Reports in 2022 from 1,863 in 2021, the number of users who logged on to the system in 2022 was 157</li> <li>• Completed</li> <li>• Completed</li> </ul>
	<b>Continue to demonstrate the importance of safety in everything we do</b>	<ul style="list-style-type: none"> <li>• Introduce further capabilities to H&amp;S software reporting system, including hazard reporting by third parties (e.g. contractors and members of the public)</li> <li>• Continue Senior Leadership site safety visit programme</li> </ul>	<ul style="list-style-type: none"> <li>• The third-party hazard reporting capability envisaged was not progressed – we have instead developed our existing reporting tool, with three new incident types (Marine, Security and Outage) developed</li> <li>• Senior Leadership site safety visit programme has continued as planned, with all 12 scheduled site visits now taken place</li> </ul>
Promote the wellbeing of our employees	<b>Create a positive work environment and support employees who experience mental health issues</b>	Continue to be a signatory to the Mindful Employer Pledge which commits us to taking constructive steps to creating a positive work environment and supporting employees who experience poor mental health	Completed, with Mental Health the focus topic for 2023

## Our reporting continued

## Delivery of 2022 targets continued

Ambition	Goals	2022 Actions and targets	Delivery in 2022
<b>EMPLOYER OF CHOICE</b>			
Continue to be a leading employer in London, providing rewarding and fulfilling careers for a diverse range of people to ensure excellence in performance	<b>Provide a broad range of training and development programmes for all employees</b>	<ul style="list-style-type: none"> <li>Continue to provide Leadership and Management training for first line managers to ensure they are equipped and skilled to perform</li> <li>Utilise a Learning Management System to ensure that each employee has a personalised development and training plan</li> <li>Continue to invest in our apprentices, increasing the number that we employ by up to 50 per cent in 2022</li> <li>Develop six Waste Modules to be cascaded to employees who have Duty of Care responsibility</li> <li>Continued focus on cyber security awareness training at home and at work via Cory's bespoke training Aiming for average content completion rate for all teams of 70 per cent, no single team on less than 50 per cent completion, half of teams on 75 per cent or higher, phishing failure rate to drop from &gt;20 per cent to &lt;10 per cent, and to receive positive feedback when sampling employee sentiment</li> <li>Roll out of Cory bespoke sustainability e-learning to all employees with a goal of 70 per cent completion rate</li> </ul>	<ul style="list-style-type: none"> <li>Management Course delivered in March 2022</li> <li>Researched several systems and determined that optimum course of action was to hire a part-time Learning and Development resource in 2023 to assist with administration</li> <li>Delivered</li> <li>Delivered</li> <li>Delivered</li> <li>Delivered</li> </ul>
	<b>Ensure that our managers are empowered and equipped to be effective leaders</b>	<ul style="list-style-type: none"> <li>Develop and implement a Coaching and Mentoring programme</li> </ul>	This has been launched and will be continued during 2023
	<b>Ensure that we create an inclusive and welcoming environment for all employees</b>	<ul style="list-style-type: none"> <li>Build on the Diversity and Inclusion workshops completed in 2021 to develop initiatives to ensure that Cory continues to be a welcoming environment with an engaged workforce</li> <li>Introduce a discretionary training fund for non-work-related training</li> <li>Amend the maternity policy and absence policy to cover pregnancy loss for women and their partners</li> </ul>	<ul style="list-style-type: none"> <li>Completed and recommendations shared with ELT</li> <li>Awaiting internal feedback on submitted proposal</li> <li>Completed</li> </ul>

## Our reporting continued

## Delivery of 2022 targets continued

Ambition	Goals	2022 Actions and targets	Delivery in 2022
<b>SUPPLY CHAIN ENGAGEMENT</b>			
Build a sustainable, safe and ethical supply chain	Engage with employees and suppliers on our expectations of supplier sustainability performance	<ul style="list-style-type: none"> <li>Develop and deliver training on sustainable procurement for relevant members of the workforce</li> <li>Send Supplier Code of Conduct to all suppliers, publish externally and incorporate into all standard/template Terms and Conditions</li> <li>Roll out sustainable procurement guidance to business, including tendering guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Legal Team delivered training on general procurement principles for relevant members of the workforce</li> <li>Completed</li> <li>Completed</li> </ul>
	Continue to identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain	<ul style="list-style-type: none"> <li>Publish Modern Slavery Statement and develop goals on its basis</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
<b>COMMUNITY INVESTMENT AND ENGAGEMENT</b>			
Be a good neighbour to our local communities	Engage with our local communities and provide opportunities for them to learn about recycling and waste management	<ul style="list-style-type: none"> <li>Deliver in-person Bexley Eco-Fest during summer 2022</li> <li>Carry out school visits supported by Industrial Cadets and Children's University Accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Delivered</li> <li>Bexley Primary School Assemblies held in May and June to educate on recycling; organised with the Children's University</li> </ul>
	Support engagement in science, technology, engineering and mathematics (STEM) subjects in our local communities	<ul style="list-style-type: none"> <li>Continue work experience programmes accredited by Industrial Cadets</li> <li>Donate 100 per cent of used laptops to Laptops for the Homeless charity</li> </ul>	<ul style="list-style-type: none"> <li>Done and continuing</li> <li>Completed and ongoing</li> </ul>
	Continue to deliver our Community Fund to support organisations in the areas in which we operate	<ul style="list-style-type: none"> <li>Distribute funds to second round of Community Fund organisations and provide additional support as required</li> <li>Initiate process for third round of Community Fund</li> </ul>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> </ul>

## Our stakeholders

By understanding our stakeholders, we can consider their needs and concerns as part of our Boardroom decision-making processes.

Our long-term strategy relies on positive, proactive relationships with our stakeholders.

# POSITIVE, PROACTIVE RELATION- SHIPS

### OUR APPROACH

Each stakeholder group requires a tailored engagement approach to foster effective and mutually beneficial relationships. This ensures we continue to provide sustainable waste management services for London and the South East. It means we'll continue to offer meaningful working lives for our people, make a positive contribution to our communities and the environment, and achieve long-term sustainable returns for our investors.



## Shareholders

**We owe fiduciary duties to our shareholders, who have invested significant capital with the intention of owning Cory for the long-term. Shareholders need the Group to generate dividends to distribute to their investors, many of whom are pension funds.**

Each shareholder has representation on the Board of Directors and we provide them with regular financial and non-financial information, both at and between Board meetings, amounting to near-weekly communication. The main topics of 2022 are set out in Key Activities of the Board and its Committees on page 56 of our 2022 Annual Report. As a result of shareholder engagement, the Board made a number of material business decisions, including those set out in the Section 172 statement (Principal Decisions) on page 37 of our Annual Report.



## Employees

**Our employees are key to the success of our Company. Their safety and wellbeing are our top priorities.**

In 2022, we held a series of Health and Safety workshops across our sites with two external speakers who shared their thoughts and experience of why people sometimes make poor safety decisions. These sessions were attended by 120 people and the feedback was extremely positive, with many describing the workshops as "highly impactful".

One key message from the sessions, which is supported by wider industry evidence is that mental health is a significant contributor to many accidents at work. We are therefore making mental health a key HSEQ focus area for 2023 and reinforcing our commitment to supporting all team members. This focus also reflects the findings of a recent survey by the Environmental Services Association which indicated that operators including Cory need to do more to promote mental health in the same way that physical health is promoted.



We want to ensure that decisions taken by business Leadership are informed by our employees wherever possible. In Q3 2022, we undertook a review of our sustainability strategy which included engagement with our key stakeholders, including Cory team members who were asked to provide their input via online survey on which issues they think represent Cory's most significant economic, environmental, and social impacts in the delivery of the services we provide. The responses were collated and used to inform an updated sustainability strategy (see page 6 for more detail).



## Trade Unions

**Around 30 per cent of our employees are represented by trade unions (Unite and GMB), which helps us communicate effectively on collective issues with these colleagues.**

We engage with our trade unions through regular discussions with local shop stewards and meetings with regional and national officials. The cost of living crisis facing the country in 2022, exacerbated by high inflation, was a key matter of concern for all our employees and the unions and, as a result 2022 saw extensive engagement with the trade unions on pay. The discussions were challenging at times, but successfully concluded with two multi-year deals being overwhelmingly accepted by the relevant employees.

**Our stakeholders** continued

## Suppliers

**Our suppliers provide us with essential goods and services, ensuring we can operate our business efficiently and effectively.**

We are proud to have long-standing relationships with many of our suppliers, including Hitachi Zosen Inova (HZI), who we appointed as our Engineering, Procurement and Construction contractor for Riverside 2. Our existing facility was also built by HZI, and Riverside 2 will utilise the same moving-grate technology used at Riverside 1.

We communicate with suppliers through standard procurement and contract management processes which include credit checks, modern slavery audits, confirmation of compliance with necessary policies, contract negotiations and meetings.

Issues that mattered most to our suppliers in 2022 included the Ukraine war and continuing global supply chain issues impacting availability of resources (labour and materials) and contract pricing; our Riverside 2 development; and our net zero/decarbonisation plans.



In 2022, we signed contracts worth hundreds of millions of pounds (combined) with multiple major suppliers to enable the delivery of the Riverside 2 project, including UK-based businesses such as JSM and Harland & Wolff. The quality of our suppliers, business partners and representatives are integral to the success of our operations and the long-term sustainability of our business.

In addition to this, we want to work with suppliers who share our vision for the future and who take pride and responsibility in their operations. As such, we expect our supplier partners to adhere to a basic set of standards set out in a Code of Conduct and to replicate

the same standards within their own business and supply chain. In doing so, we hope to build long-lasting and efficient relationships that work for us, our suppliers and for the communities we work in. This Code was rolled out to suppliers in 2022.

We undertook modern slavery audits of 2 suppliers in 2022, the details and outcomes of which can be found in our 2022 Modern Slavery Statement at <https://www.corygroup.co.uk/modern-slavery-statement/>.



## Customers

**Our customers are at the centre of our business, providing the revenue we use to invest in our people and business and paying distributions to our investors.**

We hold frequent executive-level meetings with local authority customers and ongoing regular meetings with commercial and industrial customers.

In 2022, we engaged extensively with potential new local authority customers through soft market testing and formal procurement processes. As an outcome, Cory was awarded a long-term 100,000 tonne waste disposal contract with Hertfordshire County Council to commence in 2024 and is in a strong position to bid for further contracts as they come to market. We also engaged with our local authority customers through interviews and an online survey conducted as part of a Sustainability Impact Assessment (see page 5 for further details). Through these engagements, it is evident that decarbonisation, removing plastics from residual

waste, increasing reuse, separate food waste collections and social value are important issues to our existing and to potential new customers. We are responding to this through our net zero by 2040 commitment, and specifically our plans to install carbon capture on our EFW facilities, as well as increasing the focus on the waste hierarchy and social value in our sustainability strategy, which was refreshed following the Impact Assessment.

We also engaged with our existing and potential customers on a range of other material matters that will affect them in the long-term including Cory's Riverside 2 development to meet the EFW treatment capacity gap and the proposed Riverside Heat Network that will ensure that heat from the process is used to heat homes and businesses. Our engagement demonstrated that customers are positive about our development plans as the projects ensure that London and the South East's critical waste infrastructure suits their needs and helps them to meet their own net zero goals.



## Lenders

**By providing long-term debt on good terms, our lenders ensure we have the means to invest in our operations both now and in the future.**

Lenders receive semi-annual business performance reports and regular updates via the agent portal or through meetings with the CFO. In 2022, Cory engaged extensively with its existing lenders regarding interfaces with and consent to proceed with the Riverside 2 project, and engaged further with new lenders, resulting in the successful financing of the project on good terms in a very complex economic environment. More on this can be found in Principal Decisions on page 37 of 2022 our Annual Report.

**Our stakeholders** continued

## Regulators and government

**Our industry is regulated, particularly in relation to the environment and the River Thames.**

It is therefore important that we maintain strong relationships with regulators as well as local and national government.

This is achieved through direct communications, consultations and through our normal compliance activities and requirements. 2022 was a particularly busy year in terms of engagement with government. Material issues that arose in 2022 included: the vital role of energy from waste in responsible waste management and achieving net zero carbon; funding for carbon capture projects, the UK Emissions Trading Scheme and the Government's industrial model for carbon capture; the impact of the Ukraine war and high inflation, the energy crisis and the cost-of-living crisis on the industry; Cory's Riverside 2 project; Cory's decarbonisation project; and HSE

reporting. As a result of considered engagement with the London Borough of Bexley, BEIS, the PLA and the EA and their associated planning and permitting regimes – Cory successfully discharged all of the pre-commencement planning conditions for the Riverside 2 project and obtained approval for a change to both its planning consent and environmental permit to increase throughput at the Riverside 1 EFW facility to 805,000 tonnes per annum.

These will enable greater EFW capacity to address the UK's waste treatment capacity gap. Further, the Secretary of State for Business confirmed that Cory's planned carbon capture and storage and hydrogen projects qualify as nationally important infrastructure, acknowledging the vital role they will play in achieving the UK's net zero ambitions. This will enable the business to continue in its plans to apply for a Development Consent Order for the project in early 2024.



## Community

**We operate several sites across London and serve numerous boroughs by managing their waste.**

We strive to be an asset to the communities in which we operate, and work to build strong, long-term and mutually beneficial relationships with our local communities.

Through our community engagement programme, we provide opportunities for local communities to learn about recycling and waste management, and support engagement in science, technology, engineering, and mathematics (STEM) subjects. Through our Community Fund we support the work of local organisations that are aligned with our values and seek to make a positive impact for local people. Our local communities care about reliable waste management services, climate change, air quality and their local environment, and about community education, development and wellbeing. We are committed to providing safe, efficient and decarbonised waste management services and reducing our impacts on the environment to support our local communities for the better, long into the future. The results of our community engagement programme can be found on pages 30–31.



## Environment

**Our purpose is to manage London's waste sustainably.**

By diverting 790,000 tonnes of waste from landfill in 2022, we saved 258,000 tonnes of CO<sub>2</sub>e. While the overall impact of our operations is to reduce the carbon emissions from waste management, our processes emit carbon, as well as air quality emissions. We comply with stringent air quality emissions limits and are constantly exploring new technologies and methods to reduce our air quality emissions at Riverside 1. At Riverside 2, we are investing in Selective Catalytic Reduction technology which will reduce our NO<sub>x</sub> to the lowest in the UK of any EFW facility. We will achieve net zero carbon using carbon capture and storage technology at Riverside 1 and 2.

The Riverside 1 EFW facility and future Riverside 2 development are next to a nature reserve, so we work to minimise our impact on biodiversity and natural habitats. We proposed a biodiversity mitigation strategy for Riverside 2 that was approved by the London Borough of Bexley as the Local Planning Authority in January 2022. Net positive biodiversity is part of the design philosophy, and the scheme provides for replacement mitigation habitat plus 10 per cent. Cory is funding the



work through its delivery partner the Environment Bank. The Environment Bank is working with the London Borough of Bexley to deliver biodiversity enhancements across four sites in the borough and Thames Water on a site under their control. Work is due to commence in September 2023 across all the sites. We look forward to reporting the outcomes of this process.

Further information about how we consider the environment in our business can be found on pages 17–19. Our Streamlined Energy and Carbon report is on page 46 of our 2022 Annual Report and our climate-related risks and opportunities report in line with the recommendations of the Task Force for Climate-related Disclosures statement is on page 38 of our Annual Report.

**POWERING  
CHANGE**

See 2022 Annual Report



## Data tables

For period 1 January – 31 December 2022

### HEALTH AND SAFETY

Indicator	2020	2021	2022	GRI reference
Days lost to injury	143	106	171	ESA
Number of employees and contractors whose work and workplace is controlled by Cory's internally and externally audited occupational health and safety management system	373	375	460	GRI 403-8
Percentage of employees and contractors whose work and workplace is controlled by Cory's internally and externally audited occupational health and safety management system	100%	100%	100%	GRI 403-8
Number of high-consequence work-related injuries – employees	3	5	4	GRI 403-9
Rate of high-consequence work-related injuries – employees	0.44	0.74	0.48	GRI 403-9
Number of recordable work-related injuries – employees	31	35	29	GRI 403-9
Rate of recordable work-related injuries – employees	4.58	5.19	3.47	GRI 403-9
Number of hours worked – employees	677,266	673,920	689,960	GRI 403-9
Number of high-consequence work-related injuries – contractors	0	0	1	GRI 403-9
Rate of high-consequence work-related injuries – contractors	0	0	0.6	GRI 403-9
Number and rate of recordable work-related injuries – contractors	10	24	26	GRI 403-9
Rate of recordable work-related injuries – contractors	7.39	17.8	15.54	GRI 403-9
Number of hours worked – contractors	135,400	134,784	200,000	GRI 403-9
Number of cases of recordable work-related ill health for employees and contractors	0	0	0	GRI 403-10

All data has been compiled through our integrated management system. No workers have been excluded from our data.

Percentage has decreased due to increased head count from inclusion of workforce from our new site in Barking

### WORKFORCE DATA

Indicator	2020	2021	2022	GRI reference
Permanent employees – male	279	292	324	GRI 2-7
Permanent employees – female	35	33	43	GRI 2-7
Temporary employees – male	0	0	1	GRI 2-7
Temporary employees – female	1	1	0	GRI 2-7
Full time employees – male	279	288	321	GRI 2-7
Full time employees – female	30	29	37	GRI 2-7
Part time employees – male	0	4	4	GRI 2-7
Part time employees – female	6	5	6	GRI 2-7
Contractors working in our Materials Recycling Facilities and WTS	68	71	93	GRI 2-8
Employees covered by collective bargaining agreements (percent)	c.42%	c.42%	c.30%	GRI 102-41
New employee hires – male	18	24	71	GRI 401-1
New employee hires – female	4	4	13	GRI 401-1
New employee hires – under 30	5	11	19	GRI 401-1
New employee hires – 30-50	13	12	41	GRI 401-1
New employee hires – 50+	4	5	24	GRI 401-1
Employee turnover – male	22	26	55	GRI 401-1
Employee turnover – female	4	9	10	GRI 401-1
Employee turnover – under 30	5	8	13	GRI 401-1
Employee turnover – 30-50	13	18	22	GRI 401-1
Employee turnover – 50+	8	9	30	GRI 401-1
Employee turnover rate (percentage)	8%	11%	16%	GRI 401-1
Employees who took parental leave – male	1	8	2	GRI 401-3
Employees who took parental leave – female	3	0	0	GRI 401-3
Employees who returned from parental leave – male	1	8	2	GRI 401-3
Employees who returned from parental leave – female	1	–	–	GRI 401-3
Retention rate of employees who returned from parental leave – male (percentage)	100%	100%	100%	GRI 401-3
Retention rate of employees who returned from parental leave – female (percentage)	67%	–	–	GRI 401-3

## Data tables for period 1 January – 31 December 2022 continued

## WORKFORCE DATA continued

Indicator	2020	2021	2022	GRI reference
Total number of incidents of discrimination	0	0	0	GRI 406-1
Percentage of Board – male	92%	100%	92%	GRI 2-9
Parentage of Board – over 50	30%	40%	40%	GRI 2-9
Percentage of Executive Leadership Team – female	22%	29%	22%	GRI 405-1
Percentage of Executive Leadership Team – 30–50 years	78%	86%	56%	GRI 405-1
Percentage of Executive Leadership Team – over 50	22%	14%	50%	GRI 405-1
Percentage of managers – female	21%	26%	26%	GRI 405-1
Percentage of supervisors – female	4%	0%	4%	GRI 405-1
Percentage of operational employees – female	5%	5%	4%	GRI 405-1
Percentage of support employees – female	50%	50%	47%	GRI 405-1
Percentage of managers under 30/30–50 years/ over 50	3%/58%/ 39%	5%/60%/ 36%	0%/56%/ 44%	GRI 405-1
Percentage of supervisors under 30/30–50 years/ over 50	0%/81%/ 19%	0%/72%/ 28%	0%/77%/ 23%	GRI 405-1
Percentage of operational employees under 30/30-50 years/over 50	15%/48%/ 36%	15%/51%/ 33%	15%/46%/ 39%	GRI 405-1
Percentage of support employees under 30/30–50 years/ over 50	17%/73%/ 10%	15%/73%/ 12%	15%/62%/ 23%	GRI 405-1
Ethnic origin – percentage of employees who are Asian	2%	1%	1%	GRI 405-1
Ethnic origin – percentage of employees who are Black	3%	3%	4%	GRI 405-1
Ethnic origin – percentage of employees who are Mixed	2%	3%	2%	GRI 405-1
Ethnic origin – percentage of employees who are White European	10%	10%	12%	GRI 405-1
Ethnic origin – percentage of employees who are White British	64%	66%	67%	GRI 405-1
Ethnic origin – percentage of employees who are Other/prefer not say	18%	17%	14%	GRI 405-1

Data compiled from payroll, diversity questionnaires to employee and internal records.

## Training

Indicator	2020	2021	2022	GRI reference
Average hours of training employees have undertaken – male	18	28	28	GRI 404-1
Average hours of training employees have undertaken – female	16	28	28	GRI 404-1
Average hours of training undertaken by managers	32	35	35	GRI 404-1
Average hours of training undertaken by supervisors	32	35	35	GRI 404-1
Average hours of training – operational employees	16	28	35	GRI 404-1
Average hours of training – support employees	16	28	35	GRI 404-1
Percentage of total employees who received a regular performance and career development review during the reporting period – male	75	90	75	GRI 404-3
Percentage of total employees who received a regular performance and career development review during the reporting period – female	75	90	75	GRI 404-3
Percentage of total employees who received a regular performance and career development review during the reporting period – managers	80	90	80	GRI 404-3
Percentage of total employees who received a regular performance and career development review during the reporting period – supervisors	80	100	100	GRI 404-3
Percentage of total employees who received a regular performance and career development review during the reporting period – operational employees	75	90	80	GRI 404-3

## Labour/management relations

Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	12 weeks	GRI 402-1
Whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	There are agreed change management processes in the collective bargaining agreements	GRI 402-1

## Data tables for period 1 January – 31 December 2022 continued

## ENERGY AND ENVIRONMENTAL DATA

Indicator	Unit	2020	2021	2022	GRI reference
Gross direct (Scope 1) GHG emissions	Tonnes CO <sub>2</sub> e	353,262	366,667	433,274	GRI 305-1
Biogenic CO <sub>2</sub> emissions (Scope 1)	Tonnes CO <sub>2</sub> e	391,367	407,010	405,177	GRI 305-1
Gross location-based energy indirect (Scope 2) GHG emissions	Tonnes CO <sub>2</sub> e	1,906	1,709	1,663	GRI 305-2
Gross market-based energy indirect (Scope 2) GHG emissions	Tonnes CO <sub>2</sub> e	13	10	823	GRI 305-2
Gross other indirect (Scope 3) GHG emissions <sup>1</sup>	Tonnes CO <sub>2</sub> e	2,000	53,504	60,582	GRI 305-3
Purchased goods and services – EFW consumables – hydrochloric acid	Tonnes CO <sub>2</sub> e		29,824	39,786	GRI 305-3
Purchased goods and services – EFW consumables – lime	Tonnes CO <sub>2</sub> e		7,422	5,779	GRI 305-3
Purchased goods and services – EFW consumables – ammonia	Tonnes CO <sub>2</sub> e		2,440	1,112	GRI 305-3
Purchased goods and services – EFW consumables – caustic soda	Tonnes CO <sub>2</sub> e		73	96	GRI 305-3
Purchased goods and services – EFW consumables – activated carbon	Tonnes CO <sub>2</sub> e		3	3	GRI 305-3
Fuel and energy related activities – use of fuels and natural gas	Tonnes CO <sub>2</sub> e		1,480 <sup>2</sup>	1,776	GRI 305-3
Fuel and energy related activities – electricity consumption	Tonnes CO <sub>2</sub> e		151 <sup>3</sup>	152	GRI 305-3
Fuel and energy related activities – water consumed in operations	Tonnes CO <sub>2</sub> e		28 <sup>4</sup>	28	GRI 305-3

1 We carried out an assessment of our Scope 3 emissions in 2021 from selected GHG Protocol Scope 3 categories and therefore have included more data and higher Scope 3 emissions for 2021 compared to 2020.

2 Calculated using the UK Government's GHG Emission Factors. Includes well-to-tank for diesel, gas oil, marine gas oil, hydrotreated vegetable oil and natural gas.

3 Calculated using the UK Government's GHG Emission Factors for transmission and distribution from UK electricity. This figure includes well-to-tank for company cars, well-to-tank for private vehicles on business and business travel in rental cars or employee-owned vehicles where Cory is responsible for purchasing the fuel.

4 Calculated using the UK Government's GHG Emission Factors for Scope 3 water supply and treatment emissions sources.

## ENERGY AND ENVIRONMENTAL DATA continued

Indicator	Unit	2020	2021	2022	GRI reference
Upstream transportation and distribution – fleet energy use	Tonnes CO <sub>2</sub> e		8,594 <sup>5</sup>	8,697	GRI 305-3
Waste generated in operations – Incinerator Bottom Ash	Tonnes CO <sub>2</sub> e		3,457 <sup>6</sup>	3,339	GRI 305-3
Waste generated in operations – Air Pollution Control Residue sent for reprocessing	Tonnes CO <sub>2</sub> e		9.52 <sup>7</sup>	10	GRI 305-3
Waste generated in operations – Air Pollution Control Residue sent to long term storage	Tonnes CO <sub>2</sub> e		17 <sup>8</sup>	13	GRI 305-3
Waste generated in operations – water treatment <sup>9</sup>		51	16	14	=
Business travel – company car and personal car use for business travel	Tonnes CO <sub>2</sub> e	3	5	24	GRI 305-3
Scope 1, 2 and 3 GHG emissions intensity ratio (location based)	Tonnes CO <sub>2</sub> e/ total waste and recyclate tonnage handled	0.43	0.50	0.46	GRI 305-4
GHG emissions reduced as a direct result of reduction initiatives <sup>10</sup>	Tonnes CO <sub>2</sub> e/		1,480	1,432	GRI 305-5
Oxides of Nitrogen	kg	844,817	829,325.2	861,967.8	GRI 305-7
Sulphur Dioxide	kg	23,824	30,145.6	33,855.4	GRI 305-7
Total Particulate Matter	Kg	9,223	18,366.5	16,831.7	GRI 305-7
Lead	Kg	23.99	17.1	8.86	GRI 305-7
Mercury	Kg	2.66	17.4	2.29	GRI 305-7

5 Very few customers were able to provide an estimate of fuel used to deliver waste to us, and therefore an emissions factor has been estimated based on data provided by the Western Riverside Waste Authority. This assumption was verified and compared with the WRATE model 10 benchmark values for waste transportation and collection and the figures were similar in value. These figures include both waste delivered by road into our Waste Transfer Stations (7,212 tCO<sub>2</sub>e) and directly by road into Riverside 1 (1,382 tCO<sub>2</sub>e).

6 Calculated using the benchmark values from energy consumption from the WRATE model on treatment process, including metal recovery but excluding transportation.

7 This figure is based entirely on transportation of the APCr to a third party. The APCr is not processed by Cory and is sent to the third party as a usable raw material for the manufactured limestone production process and therefore any 'burdens' associated with turning this raw material into a new product belong to the product itself and to the third party.

8 For this analysis, we assumed that the GHG emissions behaviour of APCr in a hazardous landfill will be low as much of its composition will be inert for at least 100 years. Further studies will have to be performed to understand the GHG emissions arising from APCr in hazardous landfills. This figure is based on the minimal energy consumption required to operate the mines where the APCr is stored.

9 Calculated using the UK Government's GHG Emission Factors for Scope 3 water supply and treatment emissions sources

10 Data provided is energy savings made by our Lighterage department because of moving to hydrotreated vegetable oil/renewable diesel from marine gas oil, and energy efficiency initiatives

## Data tables for period 1 January – 31 December 2022 continued

## ENERGY AND ENVIRONMENTAL DATA continued

Indicator	Unit	2020	2021	2022	GRI reference
Total fuel consumption from non-renewable sources <sup>1</sup> (natural gas, diesel, gas oil, parasitic load of EfW plant)	MJ (000s)	6,997,350	7,525,082	3,955,388	GRI 302-1
Total fuel consumption from renewable source <sup>1</sup> (biofuels, biogenic fraction of waste, and solar)	MJ (000s)	3,659,539	3,999,677	3,689,559	GRI 302-1
Total electricity consumption	MJ (000s)	29,430	28,975	30,959	GRI 302-1
Total electricity sold	MJ (000s)	1,803,132	1,915,247	2,033,787	GRI 302-1
Total energy consumption	MJ (000s)	5,223,882	5,638,967	5,642,155	GRI 302-1
Energy intensity ratio	MJ per tonne of waste handled	165	160	146	GRI 302-3
Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives <sup>2</sup>	Megajoules (MJ)		5,270,130	46,648	GRI 302-4
A non-compliance that could have a major environmental impact	Number	0	0	0	GRI 307-1
A non-compliance that could have a significant environmental impact	Number	0	0	0	GRI 307-1
A non-compliance that could have a minor environmental impact	Number	1	1	3	GRI 307-1

## WASTE DATA

Indicator	Unit	2020	2021	2022	GRI reference
Waste generated	Tonnes	1,014,008	1,043,824	1,232,064	GRI 06-3
Waste diverted from disposal	Tonnes	250,891	251,799	256,114	GRI 306-4
Waste directed to disposal	Tonnes	763,117	792,025	993,569	GRI 306-5

<sup>1</sup> HVO and the biogenic fraction of the waste have been removed from the non-renewable fuel sources and added the renewable fuels, while the fossil fraction of the waste remains in the non-renewable fuels. The total energy consumption for 2020 and 2021 have been recalculated accordingly.

<sup>2</sup> Data provided is energy savings made by our Lighterage department because of moving to hydrotreated vegetable oil from marine gas oil, and energy efficiency initiatives. We did not make this calculation for 2020 performance hence.

## Explanatory notes for GRI 302 and 305:

- Scope 1 and Scope 2 emissions calculation comprises carbon dioxide, methane and nitrous oxide (and hydrofluorocarbons where applicable).
- The base year for the calculation is 2020, to align with Streamlined Energy and Carbon Reporting Requirements.
- UK Government GHG Conversion Factors for company reporting were used.
- For processed waste, throughout 2022, CO<sub>2</sub> emissions have been continuously monitored with the facility's Continuous Emissions Monitoring System which measured a CO<sub>2</sub> emitted to waste incinerated ratio of 1.015 to 1 tonne of waste in 2021 this ratio was 0.98. Prior to 2021 CO<sub>2</sub> emissions from Riverside 1 have been calculated using a locally agreed conversion factor with the Environment Agency. In 2020 the factor agreed was 1.008 tCO<sub>2</sub> to 1 tonne of waste. For processed waste an emissions factor agreed with the Environment Agency based on an average of the carbon content of the waste processed by Riverside EfW facility was used. The nitrous oxide component of the Scope 1 emissions from Riverside EfW facility was calculated using the Entreprises pour l'Environnement (EpE) "Protocol for the quantification of GHG emissions from waste management activities" (2013).
- For Scope 2, the Market-based emission factor was taken from AIB's European Residual Mix 2018, 2020 and 2021.
- Global Warming Potential rates are based on the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4) over a 100-year period.
- We have reported using the financial control approach.
- For GHG emissions, our reporting methodology is in accordance with UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standard. The biogenic/fossil carbon content of the waste was determined by an UKAS accredited waste composition analysis methodology.
- For the intensity ratio, biogenic emissions have been excluded.
- For data provided for reporting GRI 305-7:
  - Emission factors: point source (main stack) emissions are the most significant emission source. Representative onsite monitoring data is used to generate site specific emission factors. The emission factor is the ratio of the measured pollutant emission to the flue gas flow rate and operating hours of the specific operating line. Site-specific emission factors are periodically verified to ensure their continued validity.
  - Methodologies used: emission factors are used to estimate an activity's emissions by the general equation:
    - (4)  $E = A \times Op \text{ hours} \times EF$
    - Where: E = emission rate of pollutant in kg/yr
    - A = activity rate of process, t/hr or m<sup>3</sup> /hr
    - Op hours = operating hours per year of activity, hr/yr
    - EF = controlled emission factor of pollutant per activity, kg/t or kg/m<sup>3</sup>
    - Within Equation 4 it is important to note that EF is the emission factor for the pollutant released to atmosphere, that is, after the emission has been abated.
- Energy intensity ratio includes fuels and electricity consumption within the organisation and excludes energy from waste.
- We carried out an assessment of our Scope 3 emissions in 2021 from selected GHG Protocol Scope 3 categories and therefore have included more data and higher Scope 3 emissions for 2021 and 2022 compared to 2020.



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