



2020/21

# MOVING TO NET ZERO

SUSTAINABILITY REPORT

**CORY**

**CORY**  
RIVERSIDE ENERGY

# MOVING TO NET ZERO

In this year's report

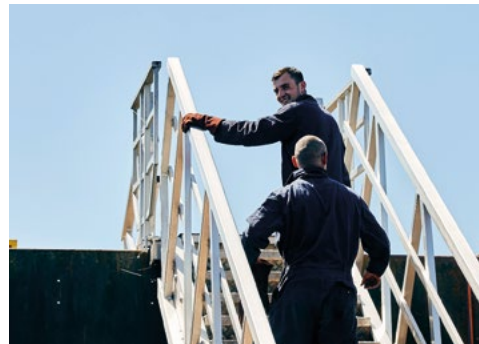
[www.corygroup.co.uk](http://www.corygroup.co.uk)

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# RISING TO THE CHALLENGE

**Dougie Sutherland**  
Chief Executive Officer



2020 and 2021 will be remembered for the impact the global pandemic had on our lives. It will also be remembered for how the UK mobilised and how we have learned to live with the evolving threat of Covid-19. The Government invested, workers found solutions, the country mobilised, behaviours changed, and we have learned to live with Covid-19.

If we can mobilise to address the climate crisis, as we have for Covid-19, then we can solve the existential threat our planet is facing. We can't 'kick the can down the road' because we don't have time – we must act now.

At Cory, we appreciate the urgency required, and that is why we have committed to achieving net zero greenhouse gas (GHG) emissions by 2040. We have already started on our journey, from helping to develop one of the UK's largest heat networks, to reducing our energy consumption and undertaking research and development into low carbon river transportation. Capturing carbon from our energy from waste process and exploring opportunities to remove plastics from residual waste are critical next steps. Delivering in these areas will make a real difference to how we operate as a business.

During 2020 we refreshed our sustainability strategy. Moving to net zero is a major aspect of our work, but we cannot focus on decarbonisation alone. We must also continue to deliver in the other two elements of our strategy:

- > **Caring for our environment and the River Thames** – as a London-based business, we care deeply about our local environment and support a thriving and healthy River Thames.
- > **Supporting our people and local communities** – our success as a business is dependent upon skilled and committed people. We strive to be a good neighbour to our local communities.

Each of our strategy elements is accompanied by a set of ambitions and actions. Many of them we are already doing, but this new structure provides us with more rigour to track our progress and go further.

Cory turned 125 years old in 2021. The business has faced many challenges including mobilising for two world wars. In WWI we mobilised as D Company, 6th Battalion of The Buffs and the majority lost their lives fighting in France. We mobilised our ships in support of the war effort in both world wars losing 15 boats in WWI and 13 in WWII. We have a proud history of 'doing our bit'. We will step up, this time to fight the climate crisis. We want to be the best business we can be – and contribute to building a truly sustainable world for future generations.

**Dougie Sutherland**  
Chief Executive Officer

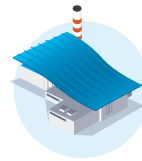
Note on the content of this report: The data shared relates to work undertaken in our last financial year, 1 January to 31 December 2020. We have used the financial control approach to define our organisational boundary and have reported on all operations fully consolidated in our financial statements.

Due to the release date of our report in late 2021, we have covered more recent activities and progress made during 2021, particularly regarding our commitment to get to net zero by 2040, which was approved by our board in October 2021.

If you have any clarification questions, please email [enquiries@corygroup.co.uk](mailto:enquiries@corygroup.co.uk).

# HIGHLIGHTS 2020 AND 2021

## MOVING TO NET ZERO



- > Committed to reach net zero carbon emissions across our operations by 2040
- > Continued the development of a district heat network to heat more than 21,000 homes
- > Delivered an overall carbon benefit to the UK economy of 318,000 tonnes/CO<sub>2</sub>e
- > Purchased 100% renewable energy across our sites

## CARING FOR OUR LOCAL ENVIRONMENT



- > Saved 100,000 truck movements on London's roads by using the river to transport waste
- > Moved our river fleet onto biofuel, reducing net carbon dioxide emissions by over 90%
- > Saved c.12,000 litres of fuel across our fleet of tugs by reducing engine idling time
- > Commenced a zero-carbon and autonomous vessel feasibility study as part of the Innovate UK Clean Maritime Demonstration Competition

## SUPPORTING OUR PEOPLE AND LOCAL COMMUNITIES



- > 100% of employees received training and development related to environmental, social and governance (ESG) issues
- > Supported seven community projects with grants from our new £25,000 Community Fund
- > Delivered the virtual Bexley Eco Festival focused on sustainability and wellbeing
- > Launched a new educational programme to demonstrate innovation in the waste management sector

### Participating in the leading ESG benchmark for infrastructure

In 2021, we achieved the highest rating in the GRESB Infrastructure Asset Assessment. We were awarded a five-star rating and scored 94 out of 100. This compares to an average peer score of 71, placing us first in the performance score out of our nine peer businesses, within the category 'Environmental Services: Waste Treatment', and 22nd out of 551 businesses that GRESB assesses globally.

GRESB is the leading ESG benchmark for real estate and infrastructure investments across the world. The scores are used by more than 120 institutional investors to make decisions that are leading to a more sustainable future.

### Electric vehicle chargepoints

In 2020, we initiated a project to install 37 electric vehicle chargepoints across six Cory sites, which were successfully delivered in 2021. We also set up an electric vehicle leasing scheme for employees to encourage zero carbon transportation.



# AT A GLANCE

Incorporated 125 years ago, Cory has evolved from a coal distribution company on the River Thames into one of the UK's leading waste management, recycling and energy recovery companies.

## 01 PROCESSING RECYCLABLE MATERIALS

Cory receives, sorts and segregates dry mixed recyclables (DMR) for the four London boroughs that make up the Western Riverside Waste Authority (WRWA). In 2020, our Materials Recycling Facility at Western Riverside, Wandsworth separated **71,000 tonnes of DMR** into 15 categories, including five different types of plastic, for onwards recycling.

We also manage two Household Waste and Recycling Centres on behalf of the WRWA and the London Borough of Tower Hamlets.

**71,000 tonnes** of material sorted for recycling in 2020.

## 02 THE THAMES HIGHWAY

We save around **100,000 truck movements a year** by using the River Thames, our green highway. Waste is collected at four riverside transfer stations in Wandsworth, Battersea, the City of London and Tower Hamlets, then transported on barges pulled by a fleet of five tugs.

**125 years** of operating on the River Thames.

## 03 PROCESSING NON-RECYCLABLE WASTE

Cory also processes non-recyclable waste. Situated in Belvedere, Cory's Riverside facility is one of the largest operational EfW (energy from waste) facilities in the UK, and the only one with river infrastructure for receiving waste.

**731,000 tonnes** of waste received and processed in 2020.

## 04 GENERATING ENERGY

An important by-product of the combustion process is steam. It drives a turbine in the EfW facility that can produce baseload electricity, enough to power the homes in a town the size of Croydon.

**155,000 homes** powered (equivalent) from the 501GWh of electricity generated in 2020.

## 05 ASH INTO AGGREGATE

At Tilbury, metals are extracted for recycling from the ash produced by the incineration process. **Up to 170,000 tonnes of ash can be recycled annually** into aggregate for construction and roads, reducing the need to quarry virgin materials.

'Air pollution control residue', which is a final by-product of the incineration process, is re-processed into cinder blocks for construction, ensuring that no waste is wasted.

**170,000 tonnes** of ash converted into aggregate in 2020.

## 06 SHIP REPAIRS

Cory has a ship repair yard in Gravesend. **Here, we repair our barges, ensuring that they can be used on our green highway** to transport waste and ash. We also repair third party vessels that operate on the River Thames.

**52 barges** and five tugs operating on the River Thames in 2020.





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# SUSTAINABILITY AT CORY



# OUR MATERIAL ISSUES

We are committed to continually developing our approach to sustainability to ensure we are making a positive contribution to society long into the future. In early 2020 we completed a materiality assessment to understand the issues that matter most to our internal and external stakeholders and identify those that they believe will drive Cory's long-term success.

## THERE WERE THREE KEY PHASES OF OUR ASSESSMENT:

**1** We began with research to understand the broader landscape of Cory's peers in the recycling and waste management sector, local competitors and partners, and the wider sustainability agenda for London and the UK. During this process a shortlist of potential sustainability issues was developed that are most relevant for our operations and plans, and for our external stakeholders.

**2** Next, we sought the views of our internal and external stakeholders on whether they also believed these issues to be important to our long-term success and what they meant to them. We invited representatives from across our key stakeholder groups to participate (see box right).

Internally, all employees were invited to participate in the materiality process, and a further number were invited to take part in an in-depth focus group. For this we ensured participation from a broad spread of employees from across the company.

**3** The matrix to the right shows how the 15 key sustainability issues identified were prioritised by stakeholders.

We used the outcomes of this process to design our newly refreshed sustainability strategy and its associated actions and targets. This has ensured that we are focusing our efforts on those issues that matter most to our key internal and external stakeholders.

## STAKEHOLDERS WHO PARTICIPATED IN THE MATERIALITY ASSESSMENT:

Employees		Local government customers	
Shareholders		Commercial customers	
Lenders		Industry associations	
Suppliers			

To read more about our stakeholder engagement process, please see pages 28-29 of our [2020 Annual Review](#).

## IDENTIFYING WHAT'S IMPORTANT



- |   |   |  |
|---|---|--|
| <b>01</b> Recovering energy from waste    | <b>07</b> Circular economy                    | <b>13</b> Good governance                            |
| <b>02</b> Recycling rates                 | <b>08</b> Community investment and engagement | <b>14</b> Employee engagement and career development |
| <b>03</b> Innovation for project delivery | <b>09</b> Use of the River Thames             | <b>15</b> Biodiversity and habitat protection        |
| <b>04</b> Health, safety and wellbeing    | <b>10</b> Waste treatment and disposal        |  |
| <b>05</b> Energy use and fuel consumption | <b>11</b> Climate change                      |  |
| <b>06</b> Labour standards                | <b>12</b> Emissions and air quality           |  |

# OUR SUSTAINABILITY STRATEGY

Based on outputs of our 2020 materiality assessment, we have developed the following sustainability strategy to govern our sustainability agenda. The accompanying targets and actions for 2021 delivery are listed throughout this report.

## MOVING TO NET ZERO

In the global climate emergency, Cory is committed to playing its part in delivering a net zero carbon future.



### Get to net zero by 2040

- Capture carbon from our EFW process
- Explore plastics removal from residual waste
- Maximise energy efficiency
- Undertake research and development (R&D) into zero emissions marine vessels
- Continue to purchase 100% renewable energy

### Maximise the carbon benefit of our process

- Expand our business to further divert waste from landfill
- Develop a heat network
- Maximise reuse of by-products

### Explore opportunities for sustainable building design, and low carbon construction and procurement for new build projects

- Work with contractors and partners to reduce embodied carbon in new build projects where feasible

### Underpinned by:

- Climate governance
- Technology watch

## CARING FOR OUR LOCAL ENVIRONMENT AND THE RIVER THAMES

We are a London-based business, and we care deeply about our local environment and support a thriving and healthy River Thames.



### Continuous improvement of environmental performance

- Continuous improvement of our International Organization for Standardization (ISO) 14001 Environmental Management System

### Improve air quality across all sites

- Continually explore opportunities to reduce emissions to air from our EFW process
- Improve air quality measurement across sites
- Facilitate the move to cleaner vehicles for employees

### Maximise resource efficiency

- Implement an efficiency programme for water use

### Improve local biodiversity and ecological management at our sites

- Develop and implement a Biodiversity Action Plan for our site in Belvedere

## OUR PEOPLE AND LOCAL COMMUNITIES

Our success as a business is dependent upon skilled and committed people. We strive to be a good neighbour to our local communities.



### Continually improve our health and safety performance

- Promote a positive safety culture

### Promote the wellbeing of our employees

- Support employees who experience mental health issues

### Provide rewarding and fulfilling careers for a diverse range of people

- Deliver a broad range of training and development opportunities
- Empower managers to be effective leaders
- Foster an inclusive and welcoming environment

### Build a sustainable, safe and ethical supply chain

- Provide expectations on supplier sustainability performance
- Prevent modern slavery and human trafficking in our business and supply chain

### Be a good neighbour to our local communities

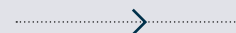
- Provide opportunities for our local communities to learn about waste management
- Support engagement in science, technology, engineering and mathematics (STEM) subjects

Whole strategy underpinned by:

Business integrity

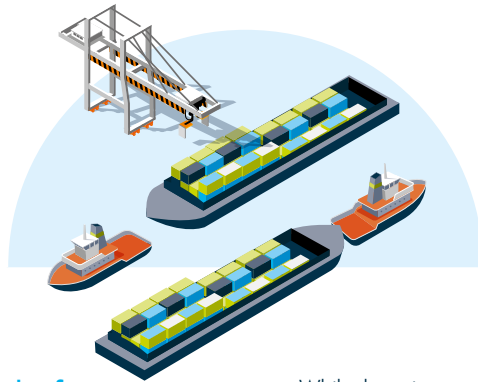
HSEQ compliance

External engagement





# MAPPING OUR BUSINESS TO THE UN SUSTAINABLE DEVELOPMENT GOALS



The 2030 Agenda for Sustainable Development, with its 17 Sustainable Development Goals (SDGs), represents the world's plan of action for delivering social inclusion, environmental sustainability and economic development.

While the primary responsibility falls to governments to identify and deliver the necessary solutions to meet the SDGs, all stakeholders, including the private sector and civil society, need to be involved to ensure they are successful.

At Cory we are playing our part, both in the day-to-day delivery of the essential waste management services we provide, and by going further, by working to be the partner of choice for sustainable waste management for London and the South East.

## SDGs

### THROUGH OUR WIDER ACTIVITIES WE ARE SUPPORTING DELIVERY OF SEVERAL OF THE SDGs, INCLUDING:



Supporting healthy communities and human wellbeing is fundamental to the waste sector. We work every day to keep society clean and safe from the threat of infection and infestation by providing an efficient and reliable waste management service.

Our employees are fundamental to the continued success of our business, which is why we have robust systems, processes and equipment in place to ensure safe, healthy secure environments and work practices. We provide a wide range of benefits and wellbeing support to our employees and are a signatory to the Mindful Employer Charter.

[Read more on pages 36](#)



Our silver-level, Investors in People-accredited apprenticeship scheme provides valuable opportunities for school leavers and those seeking new opportunities to develop meaningful careers in the waste management industry and on the River Thames.

We support education initiatives in the communities in which we operate, such as the Industrial Cadets, the Engineering for a Cleaner World programme and the Children's University Passport to Learning scheme.

[Read more on pages 28–36](#)



Situated in Belvedere, Riverside is one of the largest operational Energy from Waste (EfW) facilities in the UK and the only one with river infrastructure for receiving waste. In the coming years, we will be making a significant investment in our operations and river infrastructure which will double the size of our business and divert more waste from landfill and export.

[Read more about the Riverside Energy Park on page 13](#)



We are committed to limiting the environmental impacts of any unavoidable disturbances to ecosystems caused by our operations and promote the conservation of biodiversity as far as possible. We delivered a biodiversity mitigation strategy for the development of Riverside EfW facility and we are currently undertaking the same process for the development of our second facility.

[Read more on pages 12–13 and 22](#)

Through our sustainability programme we have identified five priority SDGs that closely align with our sustainability goals:

## MOVING TO NET ZERO

By expanding our business and working to deliver net zero carbon emissions across our operations by 2040 we are supporting delivery of SDGs 7 and 13.



### Goal 7: Affordable and clean energy

- Expanding our service to divert more waste from landfill, and recovering energy from that waste to generate electricity and heat
- Delivering a heat network to supply 21,000 local homes and businesses with low carbon heat
- Investing in solar generation



### Goal 13: Climate action

- Delivering the lowest carbon waste management solution for London and the South East
- Undertaking R&D into zero emission marine vessels
- Developing a plan to capture carbon from our EfW process and store it underground

## CARING FOR OUR LOCAL ENVIRONMENT AND THE RIVER THAMES

By continually improving our environmental performance, and helping to support safe, resilient and sustainable communities in London and the South East, we are supporting delivery of SDG 11.

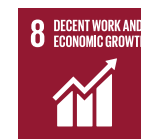


### Goal 11: Sustainable cities and communities

- Delivering sustainable waste management for London and the South East
- Using the river to transport waste to take 100,000 vehicle movements off the road every year
- Constantly working to reduce our air quality emissions
- Exploring how we can better support biodiversity at our sites

## SUPPORTING OUR PEOPLE AND LOCAL COMMUNITIES

By being an employer of choice and a good neighbour, we are supporting delivery of SDGs 8 and 12.



### Goal 8: Decent work and economic growth

- Delivering effective training and development opportunities for every part of our business
- Ensuring that our managers are equipped to be effective leaders through bespoke training
- Creating an inclusive and welcoming environment for all employees through our diversity and inclusion programme
- Maintaining a robust and effective approach towards slavery and human trafficking to protect our people and those working in our supply chain



### Goal 12: Responsible consumption and production

- Maximising reuse of by-products to support decarbonisation of the construction industry
- Providing education and support for our local communities on recycling and waste management

# GOVERNANCE

Responsibility for our sustainability performance is integrated and embedded into our existing governance structures.

Cory's Board of Directors is ultimately responsible for overseeing our sustainability strategy and reviews progress quarterly. Our Chief Executive Officer oversees its delivery at a business level.

Our Executive Leadership Team (ELT) tracks delivery of our sustainability 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 Operations, HSEQ (Health, Safety, Environment and Quality) Assurance, Planning and

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, which is reviewed quarterly by our ELT.

In 2020, we established a cross-functional, internal Sustainability Working Group with 20 members from across the business. The group began meeting bimonthly 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 share insights from external stakeholders and peer companies. To date, the Working Group is proving valuable in creating a network among employees and sharing information throughout the company.

**Cory's governance framework is designed to ensure the highest standards of business behaviour and accountability.**

For a full overview of our approach to corporate governance and leadership please see pages 58-63 of our 2020 Annual Review.

# ADVOCACY AND PARTNERSHIPS

We are passionate advocates for improving waste and resource management in London.

We work to promote effective policy that: addresses London's circular economy requirements; promotes the benefits of river transport and the need for improving its infrastructure; and recognises the need to build a collaborative approach based on partnerships to tackling London's waste needs. Another key part of our sustainability strategy includes working with local communities to encourage STEM in education, and giving young

people opportunities to help address future waste and resources challenges. Read more about our community engagement activities on page 33.

We are committed to meaningful partnerships with our stakeholders and the communities in which we operate. This helps us understand how our actions are viewed from the outside, while giving us an opportunity to contribute to the debate and promote and encourage talented people to join our industry.

Our industry association memberships:

- Association for Decentralised Energy
- Carbon Capture and Storage Association
- CBI
- Environmental Services Association
- Energy & Utility Skills
- London First
- Thames Skills Academy
- Waste Industry Safety and Health Forum
- Westminster Energy Forum

## OUR VALUES

Cory uses river-based infrastructure to help London to manage its Recyclable and non-recyclable waste.

We serve a vital public function, helping to make London cleaner and safer.

### Care and respect



- **All our employees are encouraged to promote environmental sustainability locally.** We show care and respect to each other by listening and developing new ideas.

### One team



- **We work with enthusiasm and pride,** take responsibility and are the best we can possibly be through encouraging and inspiring fellow employees.

### Sustainability



- **We educate and encourage change** in ourselves, our colleagues, and our customers to promote behaviour that is aligned with our vision of sustainability.



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# MOVING TO NET ZERO – OUR DECARBONISATION STRATEGY



# OUR INDUSTRY

The recycling and waste management sector performs an essential public service and is part of the UK's critical infrastructure. Together the sector manages the 221 million tonnes of waste produced in the United Kingdom annually, keeping our streets clean and preventing pollution, while also extracting value from waste materials that could otherwise be sent to landfill.

Since the 1990s, the sector has undertaken a dramatic transformation powered by legislation and investment in new skills and technology. This transformation has helped the UK dramatically increase the amount of waste materials that are recycled, and transition away from landfill, by instead using residual waste to generate energy that powers and heats homes and businesses.

By phasing out landfill and increasing recycling, our sector has halved the GHG emissions associated with its activities over the past 30 years. Cory has played its part by divesting its landfills and investing in recycling and energy from waste infrastructure that provides an alternative to landfill, ensuring that London's waste is treated in the lowest carbon way. That is why we are seeking to grow our business with the development of Riverside Energy Park. This will prevent even more material being unnecessarily buried in landfill or exported abroad for others to deal with.

## The carbon benefits of EfW

The primary purpose of EfW is to provide the most efficient process to treat residual waste.

At our Riverside Energy from Waste facility the energy embedded in residual waste is converted into electricity for the UK grid. Metals are extracted and recycled and the by-products – Incinerator Bottom Ash (IBA) and air pollution control residue (APCr) – are reprocessed for use as road and building materials. This ensures there is no waste from waste and helps to build a circular economy in the UK.

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

- reducing methane emissions from landfill;
- displacing emissions from energy that would be generated by fossil fuel power stations;
- avoiding the need to quarry virgin materials for aggregate that can be produced from the IBA and APCr; and
- avoiding mining for new metals by recovering metals from the IBA.

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. This tool was updated by Ricardo Energy & Environment in 2020 as part of its work to calculate the recycling and waste management sector's pathway to net zero for the Environmental Services Association (ESA). The analysis found that our overall benefit was 193,631 tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) in 2020, not accounting for landfill avoidance as this is not covered in the tool – see the table below for a detailed breakdown.

However, as part of its work for the ESA in 2020, Ricardo calculated that 170kg CO<sub>2</sub>e was saved per tonne of waste sent to EfW over landfill. When combined with the results of the EpE protocol, this gives Cory an overall carbon benefit to UK society of 317,939 tonnes of CO<sub>2</sub>e in 2020.

Process	Carbon benefit tCO <sub>2</sub> e
Power generation offset (export only)	141,819
By-products – IBA	681
By-products – APCr	436
Recycling (Materials Recycling Facility (MRF) sorting and metals from EfW)	50,695
Landfill offset	124,308
<b>Total 2020</b>	<b>317,939</b>

## 2020 performance

Total waste combusted	731,225 tonnes
Electricity exported	500,870 mWh
IBA recycled	171,644 tonnes
APCr recycled	9,899 tonnes
APCr long-term storage	8,699 tonnes
Metals recycled	538 tonnes
Recyclate sorted	71,000 tonnes

## By-products: IBA

In 2020, 171,644 tonnes of IBA was transported from our Riverside EfW facility by river to a processing facility at the Port of Tilbury Processing Site in Essex. Here it was processed to remove metals, which are then sent for recycling, and the remaining materials are graded.

These materials are then used to produce aggregate products, known as Incinerator Bottom Ash Aggregates (IBAA), such as road paving and low-grade concrete. Our recycled aggregate has been used in some notable projects, including the M25 widening scheme, the A119 Anchor Road Improvement scheme in Hertfordshire and the London Gateway infrastructure upgrade project.

In recycling the IBA into sustainable aggregate, the carbon impact of construction projects is lowered in two key ways: the need to quarry virgin aggregate is reduced and fewer vehicle movements are required due to the low density of the materials over primary materials.

## By-products: APCr

In 2020, our EfW facility produced 18,600 tonnes of APCr. Half of this was converted into carbon negative secondary aggregates used by the building trade. The other half was placed in long-term storage in the worked-out areas of a rock salt mine, which is considered an alternative to landfill.

## THE WASTE HIERARCHY

Everything our sector does is driven by the waste hierarchy, which ranks waste management options according to what is best for the environment. Of course, waste is best avoided in the first place, and society must repair and reuse what it can, before recycling and then recovering energy from anything that cannot be recycled – with landfill disposal the option of last resort. By driving waste up the hierarchy and away from landfill we play a key role in conserving resources and reducing the GHG emissions associated with society's waste. In 2018 alone, our sector's activities resulted in nearly 50 million tonnes of avoided CO<sub>2</sub>e emissions across the economy, equivalent to taking 10 million cars off British roads.\*



\* [ESA – A net-zero greenhouse gas emissions strategy for the UK recycling and waste sector.](#)

## OUR SUPPLY CHAIN PARTNERS – OCO

OCO creates Manufactured LimeStone (M-LS) from APCr left over after the EfW process, and captured carbon from industrial facilities. The M-LS has been certified by the Environment Agency as an end of waste product.

OCO calculates that the carbon footprint of its product is -44kg/tonne. This means that by recycling APCr and locking in captured CO<sub>2</sub>, the product is carbon negative.

# INCREASING OUR CARBON BENEFIT

## Development of our second energy from waste facility

We are planning to make a significant investment in our operations and river infrastructure over the coming years. This includes Riverside Energy Park, which will be constructed alongside our existing facility in Belvedere. Our second facility will include:

- An EfW facility which will process 655,000 tonnes of non-recyclable waste into enough electricity to power 140,000 homes each year.
- A solar photovoltaic installation to increase renewable energy generated.

The development of Riverside Energy Park represents a huge step forward when it comes to meeting London and the South East's waste needs, as currently nearly 3 million tonnes of waste in the region is either landfilled or sent overseas for treatment. By employing a range of proven technologies, we will be able to expand our ability to put waste to work and generate baseload energy for UK homes and businesses.

In doing this, we will allow more non-recyclable waste to be treated within London for the benefit of London. This will complement recycling, minimise landfill, take lorries off the roads and create new jobs.

### INNOVATION FOR PROJECT DELIVERY

In our sustainability strategy we have committed to exploring opportunities for sustainable building design, low carbon construction and procurement for new build projects.

This means working 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.

We look forward to reporting on the outcomes of this process as we progress our development projects.



### 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. Riverside EfW facility will provide enough heat for more than 10,500 homes in the London Borough of Bexley and the Royal Borough of Greenwich. Our future facility will supply low carbon heat to more than 10,500 additional homes.

For London and the UK, the project will deliver over 75,000 tonnes of carbon savings against existing gas boiler usage over 15 years in Phase 1, transforming the way London consumes heat.

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.

# 21,000

Over 21,000 homes could be provided with low carbon heat as part of one of the UK's largest heat networks.

# MOVING TO NET ZERO

## Our process emissions

In 2020 the emissions from our EfW process were 345,762 tonnes of fossil carbon CO<sub>2</sub>e and 391,313 tonnes of biogenic CO<sub>2</sub>e. This figure comprises 98 per cent of Cory's Scope 1 GHG emissions.

There are two ways in which the fossil carbon emissions from our EfW process can be reduced:

- Decarbonising the waste input by removing fossil carbon (plastics) from the waste stream before they enter our facility.
- Capturing the carbon produced by the process before it is emitted into the atmosphere and either storing it in geological storage sites or using it.

## Carbon reporting

We reported on our 2020 greenhouse gas emissions in line with the UK Government's new Streamlined Energy and Carbon Reporting (SECR) Requirements in our Annual Review.

This means we will be using 2020 as our baseline year for reporting future progress on reducing our CO<sub>2</sub> emissions.

- [See pages 24-25 of our 2020 Annual Review for our SECR report.](#)

## Getting plastics out of waste

Plastics are a significant part of our fossil emissions: they represent 15% of the waste we process by weight, but 67% of the fossil emissions. The best way to reduce the plastic content in waste is to reduce the amount of plastic produced and consumed, and to ensure plastic waste does not enter the residual waste stream in the first place. We're eager to see the outcomes of the UK Government's Resources and Waste Strategy for England on the composition of the waste we receive. We hope that the plastics packaging tax and Extended Producer Responsibility system will lead to less plastics being produced, more plastics being recycled and, ultimately, less plastic ending up in residual waste. We are currently hearing many announcements from consumer brands and other businesses committing to using more recycled plastics. Creating end markets for recycled plastics will make recycling economically viable, and will help to build public confidence in recycling, ensuring that these materials get put in the recycling bin rather than end up in residual waste.

We are also closely tracking progress made by our industry peers on technology to pre-sort waste before it is processed in an EfW facility. Previous industry experience has shown that such solutions are rarely optimal. Most at-scale, end-of-pipe, treatment-type operations in the UK over the past decade have not proven to be deliverable, due to the poor quality of materials separated for potential recycling. However, we will monitor any emerging or improved technologies to see if pre-sorting residual waste before it enters our EfW facility could play a role in our pathway to decarbonisation.

## Waste prevention

Waste avoidance would have the biggest potential impact on our sector's emissions. Effective waste prevention as part of a functioning circular economy will be essential to support the UK's climate objectives.



## Climate-related risks and opportunities

We are committed to robust governance of climate-related risks and opportunities and have therefore chosen to implement and report on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

- [You can read our first TCFD report on pages 22-23 of our 2020 Annual Review.](#)



### Carbon capture, utilisation and storage (CCUS)

CCUS is a process that captures carbon dioxide emissions from sources such as power plants and either reuses or stores it so that it will not enter the atmosphere. CCUS currently appears to be the only technological way that EfW plants can reach zero emissions.

The technology also provides a significant opportunity for the industry to become carbon negative. If EfW plants capture more emissions than the share of the fossil carbon (plastics) in the waste stream then the industry could become carbon negative (i.e. not add new carbon emissions to the atmosphere, and remove historical emissions at the same time).

The recycling and waste management sector believes that with the right regulatory and policy framework in place, our sector can start fitting CCUS to its EfW facilities as early as 2025. Cory wants to play its role, and that is why we have initiated a major project to install carbon capture technology at both our existing EfW facility and future facility.



### Negative emissions

In 2020, the biogenic (i.e. paper, cardboard) component of the waste entering our EfW facility was 53.09 per cent, with the fossil carbon component comprising 46.91 per cent.

Capturing biogenic emissions, i.e. those emissions that already exist in the natural carbon cycle, would mean negative emissions resulting from our EfW process.

Keeping global warming to well below 2°C (and ideally 1.5°C) above pre-industrial temperatures, as defined by the Paris Agreement, will require both carbon capture and negative emissions.



## Cory carbon capture project

To achieve our target to reach net zero by 2040, we will have to capture about 50 per cent of the emissions from our EfW process. Cory intends to apply carbon capture and storage (CCS) technology to the UK's largest single-site EfW operation, with the potential to create the world's largest single-site EfW decarbonisation project. By 2030, this has the potential to deliver 1.4 million tonnes of CO<sub>2</sub> savings per annum – providing a significant contribution to reducing the carbon emissions of the several million people Cory services in London and the South East.

The CCS project will involve the installation of technology to capture 90 per cent of the emissions from Cory's existing EfW facility, and its new, adjacent EfW facility. By capturing biogenic as well as fossil emissions from waste, Cory could play an important part in decarbonising hard-to-abate sectors of the economy, which has been recognised by the Committee on Climate Change as essential for the UK to meet its net zero target.

The project intends to use marine shipment to transport liquefied CO<sub>2</sub> to an offshore subsea storage site, building on Cory's maritime expertise which extends to the late 1700s. It highlights the strategic importance of the River Thames as existing, natural infrastructure which could help to establish a transportation hub to ship CO<sub>2</sub> from several other major industrial facilities in the region. The river reduces the need for complex infrastructure to transport CO<sub>2</sub> and provides flexibility and confidence as Cory will be able to access operational subsea storage locations, including the industrial clusters already selected by the UK Government.

The otherwise wasted heat and water produced in the capture process would be channelled to the Riverside Heat Network we are developing with Vattenfall, enhancing the environmental performance, operational efficiency and community benefit of the carbon capture system by enabling the network to heat many more homes.



## Current projects to reduce our operational emissions

### Operational emissions

Our operational emissions in 2020 were 4,447 tonnes/CO<sub>2</sub>e (i.e. the emissions from all our activities, excluding those that are emitted from the stack of our EfW facility). This comprises 2 per cent of our total fossil carbon emissions. Regardless of the overall share, we know we must strive for zero emissions across all areas of our business. We have already started this work, recognising that when Riverside Energy Park commences operation, the size of our business will double.

In 2021 we made the following long-term commitments to reduce our operational emissions:

- Maximise energy efficiency across all sites and activities.
- Invest in no new diesel heavy plant from 2030 and achieve total phase-out of all diesel-fuelled plant and site vehicles by 2040.
- Have zero emissions dock tractors operating at our EfW site in Belvedere by 2030.
- Phase out natural gas from all sites by 2030.
- Use low carbon fuels in our river fleet while undertaking R&D into zero emissions marine vessels.



### Managing our energy use

Our 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. This means developing and delivering site energy management plans and setting site-specific targets.



## Telemetry study on our dock tractors

At our Riverside EfW facility, we operate a fleet of six dock tractors per shift covering both our waste (four) and IBA (two) operations. The vehicles transport containers from the jetty to the waste bunker and IBA hall and back again. These vehicles operate five days a week, for two eight-hour shifts, using 100,000 litres of diesel a year.

Replacing this fleet with electric vehicles would be a huge step forward in our journey to zero operational emissions.

We are currently running a telemetry study with the manufacturer of the vehicles to understand the power and charging requirements for an electric fleet. Once the study is complete, we will be initiating a pilot project to trial an electric dock tractor and assess how a future fleet could operate.



## Using hydrotreated vegetable oil as a fuel on the river

In June 2021, following successful trials throughout 2020, we moved our entire river fleet from marine gas oil to run on biofuels. The biofuel, hydrotreated vegetable oil (HVO), is produced from waste materials such as used cooking oil and waste fats, which do not release any new carbon dioxide into the atmosphere. This will result in a reduction of net carbon dioxide emissions by over 90 per cent from our river operations. The feedstocks used to manufacture HVO are 100 per cent waste, with all raw materials checked and verified, and the fuel's credentials audited by the Department for Transport (DFT) to ensure both sustainability and product integrity are certified.



## Feasibility study with BAE Systems

Working in partnership with BAE Systems and Wight Shipyard, Cory is conducting a feasibility study as part of the Innovate UK Clean Maritime Demonstration Competition. The study will inform and de-risk the development and future operation of a fleet of up to 25 autonomous, self-propelled barges powered by electricity from our EfW process.

The study will assess the potential to extend the resulting shore-side charging infrastructure to provide a service to third party river users.

This will reduce the barriers to entry for operators, considering the transition away from fossil fuels, and accelerate the decarbonisation of the wider River Thames ecosystem to help achieve the UK Government's 2050 net zero target.

## NET ZERO BY 2040 – 2021 ACTIONS AND TARGETS

### ▼ Ambition

### ▼ Goals

### ▼ 2021 actions and targets

**We will achieve net zero carbon emissions by 2040.**

Work with the UK Government, industry peers and our customers to support efforts to remove plastics from residual waste streams.

Demonstrate engagement with key government stakeholders, industry peers and customers to support efforts to remove plastics from residual waste streams.

Explore opportunities to capture carbon emissions from our EFW process.

By the end of 2021, demonstrate that engagement has taken place with the contractor for Riverside Energy Park regarding the potential for carbon capture on the site, as well as with key stakeholders, such as the UK Government and ESA.

Maximise our energy efficiency across all sites and activities.

Implement a software tool for recording sustainability data and tracking performance.

Undertake site energy reviews, identify significant energy uses, and develop action plans for delivery in 2022 (or before) that will improve energy performance.

Lighterage to continue monitoring of engine idling times and provide regular reports to captains to ensure maintained behaviour change.

Undertake R&D into zero emissions vessels, monitor developments in zero emissions heavy plant and explore opportunities to switch to low carbon fuels.

Continue with trials of HVO on tugs and site vehicles and decide on usage during 2021. (Update – we switched to 100 per cent HVO fuel in our tugs in June 2021).

Continue to engage with the Port of London Authority (PLA), the Port of Tilbury and other stakeholders around opportunities for zero carbon marine vessels.

Continue to purchase 100 per cent renewable energy across all our sites.

Delivered – yes/no.

**We will commit to exploring opportunities for sustainable building design, and low carbon construction and procurement for all new build projects.**

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.

Demonstrate engagement with key contractors and partners to show that opportunities to reduce embodied carbon in new build products and the employment of low carbon construction techniques have been identified and prioritised.

Develop a methodology to factor CO<sub>2</sub> into decision-making processes and investments.

Hold an internal workshop to design a methodology to factor CO<sub>2</sub> into decision-making processes and investments.

**We are committed to providing essential waste management services to London, and will continually explore opportunities to maximise the carbon benefit of our process.**

Make use of our waste heat by providing heat to a district heating network.

Continue to advance plans for the Riverside Heat Network with Vattenfall.

Complete circularity of our combustion process, which means 100 per cent reuse of by-products.

Approve procurement strategy and commence process for APCr contract, for a 2022 completion.

# OUR TIMELINE TO NET ZERO

In the global climate emergency Cory is committed to playing its part in delivering a net zero carbon future.

In 2021, the ESA published a net zero strategy for the UK's recycling and waste sector, setting out a pathway for the sector to achieve net zero GHG emissions by 2040.

Here we map out Cory's unique pathway to achieving net zero by 2040, aligned with the ESA's sector strategy.

## CORY'S PATHWAY TO NET ZERO BY 2040

2021

- Commit to net zero by 2040
- Riverside Heat Network enters feasibility stage
- Launch of River Thames Carbon Capture and Storage DCO Project
- Move to biofuels on the river

2025

- Riverside Energy Park starts operations
- Achieve Development Consent Order for Cory CCS project

2030

- Operate zero emissions dock tractor fleet
- Complete phase-out of natural gas from all sites

2035

- 50% of river vessels zero emissions

2040

- Carbon negative business – through carbon capture on Riverside Energy Park and Riverside EfW facility
- Operate zero emissions marine vessels and heavy plan

● Start feasibility study with BAE Systems for zero emission marine vessels

2022

● Target operating (first availability readiness) for carbon capture on Riverside Energy Park

2027

● Target operating date for carbon capture on Riverside EfW facility

2032

2022

Support initiatives to remove plastic from waste at the front end

2040

# OUR LOCAL ENVIRONMENT



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# OUR ENVIRONMENTAL MANAGEMENT SYSTEM

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 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 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.

## Use of the River Thames

We use the River Thames to transport non-recyclable waste to our EfW facility in Belvedere on barges using tugs via riverside transfer stations in Wandsworth, Battersea, the City of London and Tower Hamlets. We then use barges to move IBA from Belvedere to the Port of Tilbury Processing Site. In 2020 we transported 800,000 tonnes of residual waste and IBA on the Thames.

This saves around 100,000 truck movements a year – a vital way of getting traffic off the road and making London safer and less polluted.

As a river-based business, we are proud to support the growth of the River Thames economy and the wider inland waterways sector. In the context of London's growth, sustainable use of the River Thames is vitally important. As the city's population grows, the Mayor of London and Transport for London are committed to reducing road freight to:

- Ease congestion, including its economic burden (congestion cost £9.5 billion to the UK economy in 2017)
- Make roads safer – heavy goods vehicles (HGVs) account for a disproportionate number of deaths or serious injuries
- Reduce emissions<sup>1</sup>

Increased use of river freight is key to achieving these goals. Firstly, it is safer, cleaner and has less impact on the road network and street environment. The Port of London Authority estimates that achieving four million tonnes a year of intra-wharf freight will remove 400,000 HGV trips from London's roads.

- 1 Source: Transport for London, Freight and servicing action plan, 2019: <https://content.tfl.gov.uk/freight-servicing-action-plan.pdf>



## Port of London Authority Thames Green Scheme



The Thames Green Scheme is an independent environmental performance indicator, facilitated by the Port of London Authority. The scheme is 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. Cory has been given a silver award for outstanding environmental performance.

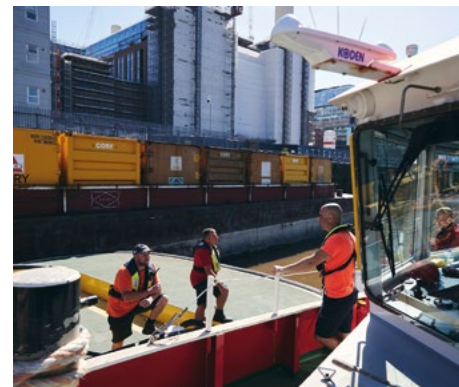


## Energy efficiency on our tugs

Our Lighterage Team has been focused on energy efficiency on our tugs.

Engine idling times have been reduced by an average of 12 per cent across our fleet of tugs since 2019, saving approximately 12,000 litres of fuel per year.

They have also initiated a programme to operate the fleet at a maximum of 75 per cent engine power when underway and when it is safe to do so. It is expected that this initiative will save, on average, around 2.5 per cent in fuel specific consumption for the vessels.



# 12,000

We save approximately 12,000 litres of fuel per year.

# AIR QUALITY

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.

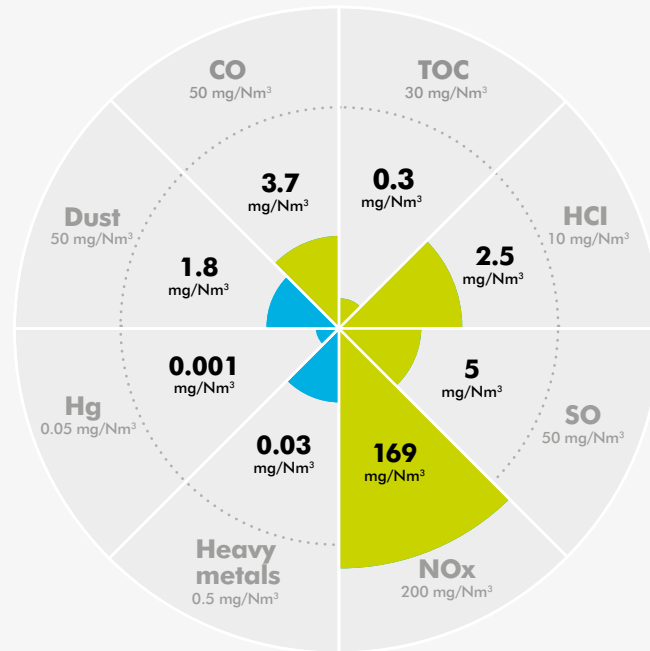
Cory reports to the Environment Agency and works with other independent bodies, including the Environmental Research Group at Imperial College London (ICL), to monitor the impact our EfW facility has on local air quality. ICL independently monitors air quality around our EfW facility at eight different monitoring locations in the surrounding boroughs of Bexley, Barking and Dagenham and Havering.

Riverside EfW facility has been operating within all daily air pollution limits since it became operational in 2011. The results from ICL's 2020 study confirmed again that the UK Air Quality Strategy objectives were met at all monitoring sites around the facility. Our emissions data is published monthly on our website.

We are continually looking for opportunities to upgrade our Continuous Emissions Monitoring System (CEMS) to improve our ability to monitor our emissions. At the end of 2020, our CEMS was upgraded to monitor carbon dioxide emissions (CO<sub>2</sub>) from our combustion process and we will be externally reporting the measured results in future.

The state-of-the-art Riverside Energy Park that we are building in Belvedere will be designed to ensure the lowest possible operational emissions that impact air quality.

Emissions from Riverside EfW facility 2020



- Periodic/daily average emission limit value as specified in site Environmental Permit
- Performance 2020: the daily average values of the continuously measured parameters
- Performance 2020: the average values of periodically measured parameters

## Emissions control technologies at Riverside EfW facility

Primary heated combustion air is drawn from above the waste bunker and fed into the waste bed through orifices in each grate bar. This process dries the waste and provides the correct amount of air to allow good combustion of the waste. Secondary swirling air is introduced above the grate. This ensures that the gases given off by the burning waste are thoroughly mixed, resulting in a fully optimised combustion process and lower levels of toxicity in the gases leaving the combustion chamber.

A Selective Non-Catalytic Reduction (SNCR) technology system is installed to inject aqueous ammonia into the boiler, at the optimum temperature, to reduce oxides of nitrogen-to-nitrogen gas and water vapour.

Flue gases leave the boiler and pass through a reactor tower (TurboSorp<sup>®</sup>) where hydrated lime, powdered activated carbon (PAC) and water are injected into the swirling gas flow. The hydrated lime neutralises acid gases – hydrogen chloride (HCl), sulphur dioxide (SO<sub>2</sub>) and hydrogen fluoride (HF) – and the PAC captures heavy metals through absorption.

Gases from the reactor tower are then drawn into the fabric filter baghouse. The baghouse for each operating line consists of 2,048 filter bags. The clean gases pass through these filters and particulates collect on the outer surface of the bags. Cooled gas is emitted via a 90m stack where it is discharged into the atmosphere. CEMs equipment continually records emissions into the air.

Our emissions control technologies are recognised by the European Commission as best available technologies (BAT) to minimise air quality emissions from EfW facilities.



# OUR APPROACH TO BIODIVERSITY

We are working to enhance our approach to biodiversity and want to do more to support nature in all our areas of operations. We are committed to limiting the environmental impacts of any unavoidable disturbances to ecosystems caused by our operations and promote the conservation of biodiversity as far as possible.

Prior to our operations, our site in Belvedere was a Borax Storage Site which consisted of large areas of concrete with vegetation colonising the gaps and cracks between the concrete. None of the habitats within the site were of high nature conservation value; however, ecological surveys identified a range of species of nature conservation importance, or nationally scarce species, including rare and protected invertebrate species, birds and reptiles. Therefore, during the design and construction of the EfW facility we worked with the Environment Agency, the London Borough of Bexley, ecology professionals and landscape architects to develop and deliver a strategy for biodiversity mitigation actions. These included the creation of a wasteland habitat mosaic to support rare and protected species, a marshland area to support reeds and water voles, and sowing wildflowers to support the insect population. We recently added a new bug house to the grassland habitat on the site's flood bank.

Now that we are in the pre-commencement phase for Riverside Energy Park, we are working on a dedicated biodiversity mitigation strategy for the project. Together with key stakeholders we are planning to identify and deliver the necessary mitigation measures required to safeguard protected habitats and species during the pre-commencement works, construction and operational phases of the project. Net positive biodiversity is part of the design philosophy and a 10 per cent net gain minimum will be delivered through offsetting. We look forward to reporting the outcomes of this process.

The remainder of our operating sites are industrial brownfield sites, but we do have a few areas of opportunity to support local wildlife. With support from the Essex Wildlife Trust we have put up bird boxes at our sites in Charlton and Gravesend to attract wagtails.



# RECYCLING

## Improving recycling rates

One way Cory manages resources is by sorting and processing recyclable material. We operate two Household Waste and Recycling Centres on behalf of the WRWA and the London Borough of Tower Hamlets, and an MRF in Wandsworth.

We receive, sort and segregate DMR for the four London boroughs that make up the WRWA, and the dry mixed recycling dropped by community members at our Household Waste and Recycling Centre (HWRC) in Tower Hamlets. In 2020, our MRF separated 71,000 tonnes of DMR into 15 categories, including five different types of plastic, for onwards recycling.

Through these activities, we play an important role in helping to ensure that more materials are recycled, supporting the UK Government's ambitious target to get the UK's recycling performance to more than 65 per cent.

# 71,000

Our MRF separated 71,000 tonnes of DMR into 15 categories.

However, success in meeting this target will be hampered without measures to stimulate corresponding demand for recycled materials and investment in both domestic reprocessing and manufacturing activities. Policies emerging under the UK Government's Resources and Waste Strategy for England aim to do this, but it is essential that Extended Producer Responsibility reform provides real incentives for manufacturers to capture, reclaim and use as much post-consumer material as possible. We hope these themes will be revisited as the UK Government develops its post-Brexit industrial strategy.

Cory will continue to work with policymakers and customers to further increase UK recycling levels, maximising the emissions benefits and driving down contamination of materials collected for recycling through improved messaging and engagement of the public and businesses.

### Household Waste and Recycling Centres

By operating HWRCs in Wandsworth and Tower Hamlets, we provide communities with a safe way to dispose of unwanted goods. We reuse, recycle or process these goods as waste, recovering energy and by-product materials.

Both sites were developed in accordance with guidance from the Health and Safety Executive and Waste Industry Safety and Health (WISH). They are designed to ensure public safety and customer experience and encourage maximum separation of material for reuse and recycling.

## A reuse workshop for the community

Our HWRC in Wandsworth is home to ReWork, a reuse workshop run by Groundwork, a community action initiative. ReWork repairs and services thousands of items before passing them on to charity retailers and social enterprises who sell them at affordable prices. ReWork provides work experience and training to local unemployed people who are getting back into work. Trainees at the workshop refurbish around 4,500 electrical items per year, including washing machines, fridges, cookers, microwaves and other household electrical goods, many of which are donated by the local community. These appliances, which would have been scrapped, recycled or sent to landfill, are returned to full working order and given a second life.

Groundwork was also a recipient of our Community Fund in 2020. See page 34 for details of the Cory-supported project.

# 4,500

Trainees at the workshop refurbish around 4,500 electrical items per year, including washing machines, fridges, cookers and microwaves.





## EMISSIONS AND AIR QUALITY – 2021 ACTIONS AND TARGETS

▼ Ambition	▼ Goals	▼ 2021 actions and targets
<b>Work to improve air quality across all sites.</b>	Continuously explore opportunities to reduce emissions to air from our EfW facility.	Carry out enhancement project to reduce NOx emissions and trial all lines at 150mg/m <sup>3</sup> by the end of 2021. Undertake dioxin analysis project. Deliver study on particulates and NOx emissions during lockdown with the London Borough of Bexley and Imperial College London. Undertake annual particle size analysis of particulate matter.
	Improve air quality testing across all sites and identify opportunities to make improvements.	Undertake trials, with emissions testing, of HVO fuels in the tugs, dock tractors and mobile plant. Decide whether to move to HVO during 2021. (Update – tugs moved to 100 per cent HVO in June 2021) Review existing programme of site workplace exposure monitoring across sites and identify opportunities to introduce a more comprehensive testing regime.
	Continually improve disclosure of our air quality emissions.	Seek to enhance existing provision by continuously monitoring equipment to include pollutants which were previously either measured periodically or only derived by calculation.
	Facilitate the move to cleaner vehicles for employees.	Provide electric vehicle chargepoints for staff at seven sites and continue tax-efficient electric vehicle leasing programme for employees to encourage electric vehicle usage. (Update – delivered by the time of publication)

## CARING FOR OUR LOCAL ENVIRONMENT – 2021 ACTIONS AND TARGETS

▼ Ambition	▼ Goals	▼ 2021 actions and targets
<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.	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>➤ During 2021 adopt key elements of ISO 50001 within existing management system.</li> </ul>
	Participate in select external schemes for external assurance of our environmental management and performance.	Participate in PLA Thames Green Scheme to demonstrate Cory's commitment to a cleaner, healthier River Thames. Continue annual participation in the GRESB Infrastructure Asset Assessment to seek an external benchmark of our ESG management and performance.
<b>Maximise water efficiency.</b>	Monitor water use across all sites, identify opportunities to reduce consumption, and develop and implement efficiency programmes.	Explore options for improved water usage meterage at Riverside EfW facility. Identify sites with highest water usage and understand why. Assess whether there are opportunities for efficiency in water use and set targets in relation to reduced usage.
<b>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.	Develop a biodiversity mitigation strategy for the development of Riverside Energy Park.



# OUR PEOPLE AND LOCAL COMMUNITIES



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# HEALTH AND SAFETY

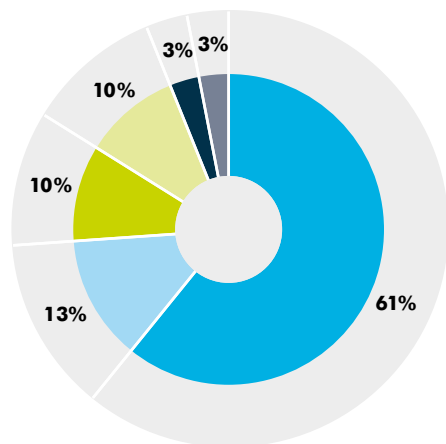
Health and safety is at the centre of everything we deliver as a business, and we work to achieve the highest safety standards.

Our safety management system extends to all our operational sites and head office. It covers employees anywhere they work, as well as contractors, agency workers and visitors onsite or aboard our vessels.

## Work-related injuries

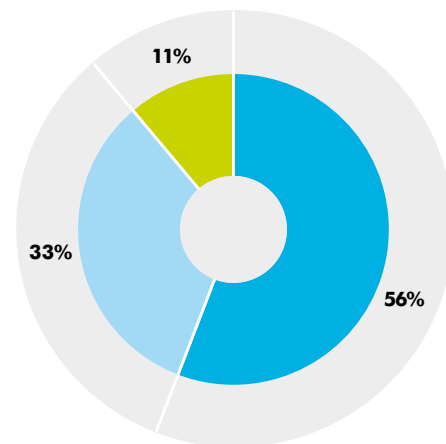
	Cory employees	Rate	Contractors	Rate
Number of Cory employees	316		75	
Hours worked	677,266		135,400	
Minor accidents	31	4.58	10	7.39
RIDDORs	3	0.44	0	0
Dangerous occurrences	0	0	0	0
Fatalities	0	0	0	0

### Minor accidents breakdown (Cory employees)



- Impact/struck-by object
- Slip/trips
- Sharp objects
- Manual handling
- Other personal injury
- Fall from height

### Minor accidents breakdown (Non-Cory employees)



- Impact/struck-by object
- Other personal injury
- Sharp objects

## Our management approach to health and safety

We take an integrated approach to HSEQ. Our IMS is certified according to the ISO 9001, 14001 and 45001 standards, and is audited by an external body.

Despite the challenging conditions during 2020, where lockdowns caused by the Covid-19 pandemic meant that travel around London was restricted, we maintained a programme of site visits focused on safety, nine of which involved board members and members of the ELT. Initially these were conducted virtually, and then as restrictions eased, we introduced socially distanced site visits, which have continued into 2021.

Every board meeting includes a discussion of key health, safety and environment matters, and begins with a Safety Moment. A sample of the topics that were discussed during 2020 included mental health, driver fatigue and alcohol misuse. Health and safety reports and statistics are compiled and circulated to the ELT each month. The ELT discuss HSEQ matters monthly, and the operational leadership meet weekly to review progress and performance.

The Group has a HSEQ Assurance Team that is independent from the operational business. This team is tasked with ensuring compliance with all relevant regulations and ensuring we meet the conditions of our environmental permits which is achieved through internal audits, a substantial part of which involves gathering and sharing good practice across the business.

During 2020, 12 internal audits generated a total of 105 findings – 57 non-conformances, 40 opportunities for improvement and eight positive observations. The Covid-19 pandemic provided both the impetus for reflection and scrutiny, as well as the opportunity to evolve and adapt our ways of working. The HSEQ Assurance Team communicates matters related to safety to all employees. There is a ‘theme of the month’ which in 2020 covered topics such as traffic management, working at height and fire safety.

## New data management system

During 2020-21 we have implemented a HSEQ Management and Sustainability reporting software solution.

The platform enables digitised workflows of routine HSEQ processes as well as data aggregation, consolidation, and analysis.

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. During 2020 we had 114 safety incidents that did, or could have, resulted in injury.

We operate a whistleblowing system so that safety concerns can be raised and investigated independently of operational management. The company is a member of the ESA and participates in industry-wide initiatives and working groups to improve safety within the waste management industry. In 2020, members of our HSEQ Assurance Team were active in ESA projects including improving risk assessments, making vehicle and pedestrian interfaces safer, increasing awareness of the need for occupational health monitoring, and raising awareness of mental health.

We also have senior employees who are active on key industry working groups and committees, such as the WISH forum, where we share our expertise to help influence evolving legislation and standards for good working practices. This linkage to the Department for Environment, Food & Rural Affairs (DEFRA), the Health and Safety Executive (HSE) and Public Health England (PHE) was extremely beneficial during the Covid-19 pandemic, where having the ability to influence government thinking on topics such as who should be a key worker, or what exemptions were needed for critical industries such as ours, was vital in keeping our business fully operational.

### Our external audit programme

Every site participates in a rigorous audit programme, with at least one independent visit each year by an audit team competent to assess and evaluate the safety management system. This provides assurance as to the overall effectiveness of the management approach.

The HSEQ Assurance Team also carries out ad hoc audits, with 12 delivered during 2020. In total, 18 new improvement plans were initiated across sites in 2020.

### Hazard identification, risk assessment and incident investigation

The ELT regularly reviews the company's risk register and discusses emerging risks. In 2020, together with our insurers, we initiated a deep dive into the corporate risk register and identified and prioritised the top ten enterprise risks.

Site management has day-to-day responsibility for evaluating and controlling operational risks. 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.

A hazard observation system is available to supervisors and managers, via a mobile app and shared tablets at sites. This enables any uncontrolled hazards to be recorded and rectified. 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.

All workers are trained and encouraged to participate in safety observations and hazard spotting. Managers have targets for the number of

observations logged at their sites, and visitors to sites are encouraged to make observations during their visit.

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.

### Worker participation, consultation, and communication on occupational health and safety

Each site has a safety committee, which consists of site management, participants from the HSEQ Assurance Team, and representatives of employees. 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. In total, 36 safety committee meetings were held during 2020.

### Worker training on occupational health and safety

We enrol our people on external courses, and all personnel are assigned training on safety topics using our online learning platform 'Safety Hub'.

58 separate courses covering occupational health and safety topics were available on Safety Hub, with 1,446 completions of this training during 2020. This training is conducted at all levels of the business from the ELT to the shop floor.

In addition, personnel may be selected to attend training courses from the National Examination Board in Occupational Safety and Health (NEBOSH) and the Institution of Occupational Safety and Health (IOSH).

## HEALTH, SAFETY AND WELLBEING – 2021 ACTIONS AND TARGETS

### ▼ Ambition

**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. Promote the wellbeing of our employees.**

### ▼ Goals

Engage with employees to further promote a positive safety culture.

Continue to demonstrate the importance of safety in everything we do.

Create a positive work environment and support employees who experience mental health issues.

### ▼ 2021 actions and targets

Transition health and safety management system from OHSAS 18001 to ISO 45001. (Update – completed April 2021)

Review existing site risk assessments with operations teams for work processes and equipment to ensure a consistent approach and level of cover and to assist with transfer to the new software solution job safety analysis unit.

Improve mechanisms for feedback and engaging with employees through delivery of an intranet and use of new software observation and hazard reporting tool and establishment of monthly dashboards for communication.

Continue to have safety moments, monthly safety themes and companywide safety standowns with:

- 12 x monthly themes based on common hazards, prioritised by the ELT to reflect recent trends and incidents.
- Monthly toolbox talks developed by the HSEQ Assurance Team.

Continue to be a signatory to the Mindful Employer Charter which commits us to taking constructive steps to creating a positive work environment and supporting employees who experience poor mental health.

# OUR PEOPLE

We employed 316 people in 2020 and are proud to employ skilled workers who are highly committed and passionate about what they do.

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.



## Our gender pay gap

While our gender pay gap remains low compared to the national standard (median pay gap = 15.77 per cent), we continue to review and monitor the diversity of our workforce. We believe that having a diverse workforce can and does bring many benefits to our industry.

Our Diversity, Equal Opportunities and Inclusion Policy recognises the value of diversity and promotes an inclusive workplace culture.

The Group continues to enjoy excellent retention of its employees with a labour turnover of less than 5 per cent. This means that creating opportunities to change the gender makeup of the organisation continues to be a long-term commitment.

[Read the full report on our website](#)



### Benefits offered to all 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)

## Employee wellbeing

At the outset of the Covid-19 pandemic, we responded rapidly to ensure that all our sites were Covid-19 secure. Many of the measures necessitated were already in place prior to the emergence of Covid-19. Handling and processing municipal waste are inherently hazardous. Our operatives are well trained and our sites are well equipped to deal with the measures required to meet the UK Government's Covid-19-secure standard.

To provide assurance to our workers, customers and suppliers that we would be able to work safely, and that our services would be available throughout the pandemic, we established a bespoke audit programme that continued throughout 2020, with an audit undertaken at each site. Wherever possible, remote working was encouraged to minimise the number of people at site and to reduce exposure via public transport. However, due to the critical nature of our operations and workforce, 94 per cent of our employees continued to attend their normal workplace throughout the lockdown periods of the pandemic.

Our employees are provided with access to an online GP service as part of their benefits package. We also provide a medical, delivered concurrently with our occupational health surveillance programme, which provides additional diagnostic testing and referrals for topics such as eyesight and some discretionary vaccinations, such as the winter 'flu.

## Employee engagement throughout the pandemic

The board and ELT visit operational sites regularly to communicate with employees. Throughout 2020, virtual CEO updates and Covid-19-secure ELT and Director engagement visits enabled employees to share their views with management and provide regular updates on group matters to all employees.

During 2020 we launched a new staff intranet, Cory Current, as a central resource for accessing and sharing updates and materials from across our business. We encourage all employees to use the site for practical and social purposes.

## Mindful Employer Charter

As an employer, we recognise that, in the UK, people experiencing mental health issues may face stigma and discrimination. We are committed to creating a supportive and open culture, where colleagues can talk about 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 reasonable adjustments when required. Cory is a signatory to the Mindful Employer Charter, which means that we are making a public declaration of our ambition to support the mental wellbeing of our staff.

We have made the following commitments:

- We provide non-judgmental and proactive support to individual staff who experience mental health issues.
- We have a positive and enabling attitude to job applicants with mental health issues in recruitment and selection processes.
- We do not discriminate against people disclosing mental health conditions in recruitment.
- We do not assume that someone with a mental health condition will take more time off than anyone else.
- We ensure that all line managers have information and training about managing mental health in the workplace.

To deliver on these commitments we provide our employees with practical support mechanisms, including an Employee Assistance Programme and free access 24/7 to an online GP service. Details of these, and other ways to get support, are contained in our employee Mental Health Awareness booklet, which is available at all sites and on our staff intranet.

## Commitment to 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. Maximising everyone's potential and ability is embedded in the way the company is run. It is the shared responsibility of employees, managers and our Learning and Development Team, and is central to several of the company's fundamental systems and essential operating processes, not least our succession plan.

It is also fundamental to our Competency Management System (CMS), which provides a framework for identifying the skills and competencies required for key employees, then measures the effectiveness of their deployment.

This system continued to be externally audited by Lloyd's Register during 2020 to ensure it is suitable, robust and meets the needs of not only our people but our external regulators.

The range of learning and development options offered are wide and flexible, to meet a range of employee needs. We have an individual training plan and budget for every employee. In 2020 employees undertook an average of 18 hours of training each.

Examples of 2020 training programmes	Number of participants
ILM Leadership and Management Course – Level 7	14
First Line Management Programme	12
Sponsored MBA	2



**Richard Wilkinson** Project Director

## ILM Level 7 Certificate in Leadership & Management, 2020–2021

Having been at Cory for ten years, I was excited to have an opportunity to explore the latest academic thinking on leadership and reflect on how those new ideas could improve my own thinking and approach to leadership and management.

The course has encouraged me to develop myself as a T Shaped Manager/Leader (specialist background topic but working and contributing collaboratively) with greater potential to deliver projects more effectively and champion cultural change.

**Our Corporate Apprenticeship Scheme**

Cory has a long track record of supporting apprentices. We are harnessing the UK’s Apprentice Levy to provide opportunities for school leavers, new joiners seeking a career change and existing staff within the business looking to upskill and learn new skills. Our apprentices are hugely important to us, ensuring that the company is equipped with skilled people to help it meet future needs and challenges.

Cory’s apprentices span both engineering and non-engineering roles, from mechanical engineering, electronic controls and instrumentation, marine operations and operations engineering through to administrative and office skills.

In 2020, we employed nine apprentices funded by the UK Government’s Apprentice Levy:

Level 2 Customer Service Practitioner	2
Level 3 Engineering Manufacture: Engineering Maintenance	1
Level 3 Team Leader/Supervisor	1
Level 3 Maintenance and Operations Engineering Technician	4
Level 5 Learning and Development Consultant	1

Apprentices are a key part of the company’s future and investing in them is a priority. Our apprentices receive a competitive salary, industry-recognised academic and vocational qualifications and hands-on training from both external providers and our employees. In 2021, three apprentices joined our Engineering apprenticeship programmes based at our Riverside EFW facility in Belvedere.

Our in-house Apprentice Programme Manager helps to ensure the quality and reach of our apprenticeships, working with colleges in the local community to make Cory an employer of choice.

In 2022, and beyond, we aspire to establish the Cory Apprentice Academy, using industry best practices in recruitment, selection and programme delivery to ensure that future apprentices get the best start in their career. We have ambitions to hire a further eight apprentices in 2022 at our sites across London in both land and river-based apprenticeships. To ensure Cory is an employer of choice, we will be expanding our local school programmes to more boroughs in London and beyond, offering employability advice to help local students prepare for the world of work.

**I joined Cory in 2015 as an Apprentice in Fabricating and Welding after finishing my A-levels. I now work as a welder at the company’s Barge Yard in Charlton. My longer-term goal is to work in a management role at Cory. I enjoy my job – not only is it challenging and rewarding to fix problems as part of a great (and fun) team, but it feels like I’m contributing to something bigger in helping to manage London’s waste and energy supply. It’s also good to be part of a company with a proud history of operating on the River Thames for 125 years.**

**Joseph Dye** Welder



**My first role at Cory was through an agency at the Company’s MRF in Wandsworth. I then moved to permanent employment as a Supervisor, overseeing the sorting of hundreds of tonnes of recyclable materials a day. During this time, Cory supported me as I completed my Waste Level 3 Apprenticeship. After leaving the company for two years to work for other organisations in the waste management sector, I re-joined Cory in 2020 as Deputy Site Manager of the MRF. The work of the MRF really must be seen to be believed – huge in scale and impressive in its efficiency as it acts as an essential, but largely unseen, part of London’s waste infrastructure. The sense of responsibility I have in my role is something I feel daily.**

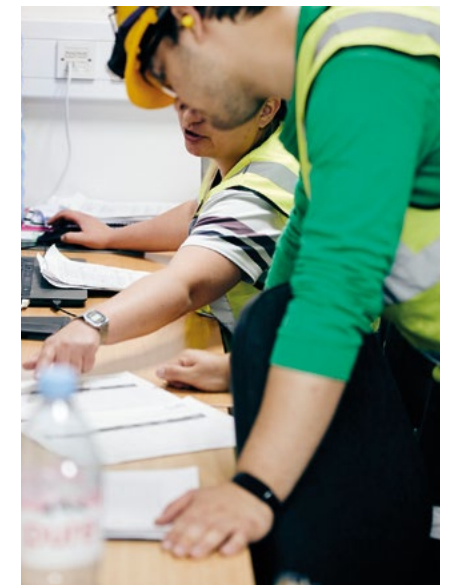
**Natalija Latvinskaja**  
Deputy Site Manager



**Our apprenticeship programme is externally accredited by the Investors in People scheme.**

Investors in People provide a framework to help companies create successful and powerful apprenticeship programmes.

Participating in its scheme has helped us to gain quantitative and qualitative insights into our apprenticeship programme and develop an action plan to support the evolution of our strategy.



# A SUSTAINABLE SUPPLY CHAIN

The quality of our suppliers is integral to the success of our operations and the long-term sustainability of our business. Cory is committed 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 in line with our values.

Our supplier relationships are characterised by constructive and effective relationships. Whether this is demonstrated through working collaboratively to deal with tricky issues, or showing flexibility when required, our belief in 'doing the right thing' is underpinned by good governance and ethical business practices. This is typified by our approach to critical issues such as modern slavery and human trafficking.

We recognise our responsibility to take all steps reasonably necessary to understand the risk of modern slavery and human trafficking and eliminate any presence of modern slavery and human trafficking within our business. We also recognise the need to ensure that our suppliers adopt similar business practices to protect vulnerable workers and help prevent and remedy severe human rights violations.

We employ around 70 agency staff per month through ALS People. We also have relationships with many external suppliers to source labour and materials for our business. It is therefore imperative to maintain a robust and effective regime against slavery and human trafficking to protect our people and those working in our supply chain. We are also working with the Slave-Free Alliance to further educate our leaders and managers, to enhance their knowledge and ensure they understand their responsibilities.

Each year, we set a modern slavery and human trafficking risk identification and prevention programme. In doing so, we assess the effectiveness of our past identification and prevention programmes against the commitments made in the previous year as part of a continual improvement process and to ensure that our commitments continue to be meaningful and effective. We share details of our prevention programme on our website in our annual Modern Slavery Statements.

One key action which we employ is to work with our suppliers to undertake modern slavery due diligence checks and in-depth audits of our higher risk suppliers. We work collaboratively with our suppliers. The audits are mutually beneficial and are intended to help Cory and its suppliers to share, and openly and constructively discuss, helpful insights into the risks, concerns and practices arising in each company and sector.

In 2020, we audited three key suppliers who operate in 'high-risk' sectors, including cleaning, construction and manual labour. These sectors have, or are perceived to have, a high percentage of foreign workers, low-paid workers or workers without formal qualifications. All three companies demonstrated a positive commitment from their leadership to eliminating modern slavery in their business and supply chain. Where Cory and its supplier identified areas requiring improvement, both parties committed to work together to either implement further protections or to continue monitoring the relevant risks. Our joint aim was to ensure effective processes and mechanisms are in place to protect those working in the supplier's business.



ALS People have worked alongside the Cory team for almost two years. Our partnership is based on mutual goals, respect and principles. Cory has a refreshing approach to dealing with their people and partners. This includes simple things, like providing an enthusiastic welcome, to more deeply embedded behaviours in relation to business ethics and safety. They ensure fair payment terms for suppliers and put the wellbeing of their people at the heart of every decision they make. We've learned from Cory how to engrain those same principles into our own business."



**Steve Lanigan** CEO, ALS People



## Our supply chain

In 2020 we identified that 97 per cent of our suppliers were based in the UK, with 3 per cent in Europe. In 2021 we are developing a supplier risk map to more closely analyse the specific sector each supplier operates within.

# 97%

of our suppliers were based in the UK.



## Joining the Slave-Free Alliance

The Slave-Free Alliance is a social enterprise and membership initiative launched by anti-slavery charity Hope for Justice. All members share a common goal: working towards a slave-free supply chain.

Membership of the Alliance provides us with comprehensive support for our modern slavery prevention programme, including training, gap analysis, due diligence, risk management resources, and help with investigations, crisis response and remediation.

## Our modern slavery training programme

During 2020, we built on our work in 2019 to provide bespoke training to employees working in areas of the business more likely to encounter people who may be a victim of modern slavery. This included promoting our Confidential Reporting Policy and confidential, external, independent whistleblowing services to employees and contractors. We also reminded them of the need to report any concerns about any potential risks or wrongdoing within Cory or our supply chain.

[Read our 2020 Modern Slavery Statement](#)



## EMPLOYER OF CHOICE – 2021 ACTIONS AND TARGETS

### ▼ Ambition

**Be an employer of choice, providing rewarding and fulfilling careers for a diverse range of people, whilst ensuring excellence in performance.**

### ▼ Goals

Provide a broad range of training and development programmes for all employees.

Ensure that our managers are empowered and equipped to be effective leaders.

Create an inclusive and welcoming environment for all employees.

### ▼ 2021 actions and targets

Enhance the Corporate Apprenticeship Programme to cover all operational parts of the business.

Retain Investors in People status and accreditation for our apprenticeship scheme.

Continue to provide skills and training opportunities.

Enhance cyber security awareness.

Deliver bespoke First Line Management Programme and Leadership Programmes for up to 50 per cent of the supervisory/management teams.

Further develop our Diversity and Inclusion programme by focusing on data collection, determining our vision and developing an action plan.

## SUPPLY CHAIN ENGAGEMENT – 2021 ACTIONS AND TARGETS

### ▼ Ambition

**Build a sustainable, safe and ethical supply chain.**

### ▼ Goals

Engage with employees and suppliers on our expectations of supplier sustainability performance.

Continue to identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain.

### ▼ 2021 actions and targets

Develop supplier code of conduct to set out our performance expectations of suppliers.

Develop tendering guidelines for employees on how to meet the requirements of our Sustainable Procurement Policy.

Continue to identify and evaluate the risks of modern slavery and human trafficking within our business and supply chain through:

- > Continued supplier audits taking a risk-based approach (goal for three in 2021).
- > Refresh workshop for employees to raise awareness of our approach.

# 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 STEM subjects.

Our usual face-to-face activities had to take a back seat during 2020 due to the Covid-19 pandemic, but we have been able to adapt our delivery methods to ensure continued engagement.

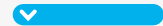
## Our key activities in 2020:



## The Children's University Passport Scheme

Cory is an approved centre for the Children's University Passport Scheme. The scheme is aimed at five to fourteen year olds, and works in partnership with schools and organisations, such as Cory, to promote a love of learning amongst children and reward them with 'passport stamps' for participating in extracurricular activities.

This year, we were able to award passport stamps to students at the Katie Durrant Dance School, who participated in the 2020 Bexley Eco Festival.



## Cleaner World Programme

In 2020 we launched a new programme with Crossness Pumping Station to demonstrate innovation in the waste management sector and inspire local schoolchildren to consider careers in engineering.

The Engineering for a Cleaner World Programme gives Year Eight pupils the opportunity to visit Crossness Pumping Station in Abbey Wood, a Grade 1 listed industrial heritage site designed as part of the first sewage system for London, and Cory EfW facility. Students assess the effectiveness of these two different engineering solutions for waste management and then present their own mechanical devices to earn a certificate from the Engineering Development Trust. The programme was developed and evaluated with staff and pupils from Harris Garrard Academy in Thamesmead.

During 2020, we also worked to extend our Cleaner World Programme for local schools to add content on recycling, textiles, plastics and food waste.



## Bexley Eco Festival

In September 2020, we sponsored and organised Bexley Eco Festival for its second year. The event was hosted virtually and the theme was 'sustainability and wellbeing'.

The day featured expert talks from organisations, including the Port of London Authority and the Chartered Institution of Wastes Management. There was advice on health and wellbeing, information from local community groups, live entertainment and family-fun activities. Cory hosted two sessions: one on our Community Fund, and the other covering our history on the River Thames. The event was free to attend and provided tips and resources for Bexley residents to get more involved in their local community, live more sustainable lives and reduce their environmental impacts.

Residents also had the opportunity to show how they had put the tips into action by participating in Cory's Community Eco Challenge, which offered prizes for the most engaging, innovative and inspiring eco-friendly upgrades people have made to their homes this year.

The 2021 Bexley Eco Festival took place from 9 – 16 October 2021 and featured a series of live events throughout the week.



## Industrial Cadets

Cory is a supporter of the Industrial Cadets scheme, which offers young people active learning experiences where they can gain insight and exposure to STEM-related careers and the world of work, and gain external accreditation at bronze, silver, gold and platinum level.

In between navigating the lockdowns during 2020 and 2021, we were able to take one group of students through accreditation, working with Crossness Pumping Station. We have also been

keeping in touch with our past participants, identifying participants for the future and acting as independent judges for cohorts making their final presentations to gain their awards.

Work experience started again in October 2021 and will be aligned to the Silver Level Industrial Cadet Programme.



## Cory's Community Fund

In 2020, we established a Community Fund, led by our employees, to support activities that improve people's lives in the communities where we operate. Successful applicants received grants of up to £7,500, which were distributed in early 2021.

These organisations work to improve their local community and deliver activities for local people that are consistent with Cory's values. These include making a positive impact on local people, protecting the local environment, supporting the circular economy, promoting social and community cohesion, together with diversity and inclusion, and improving STEM skills.

# £7,500

Successful Community Fund applicants received grants of up to £7,500, which were distributed in early 2021.

In 2020, we distributed £25,000 of funding to seven organisations, selected by our employee panel:

Project	The Ahoy Centre – a charity that helps disadvantaged children and people with disabilities get involved in water sports.	Groundwork London is an environmental and community regeneration charity with a mission to transform lives, places and communities in need in London.	The Doorstep Library Network is a community organisation that brings books and reading to disadvantaged children across Hammersmith & Fulham, Lambeth and Westminster.	Thurrock Play Network provides advice, support and resources for play and recreation in the community.
Location	Deptford	Wandsworth	Westminster	Essex
What Cory's funding did	<p>Cory's funding supported the enrolment of 23 young people on one of Ahoy's Sailing for All courses. During the course, young people achieved their RYA sailing qualification.</p> <p>The project seeks to increase confidence and self-esteem in participants, as well as building teamwork skills.</p>	<p>Groundwork operates ReWork, a refurbish and reuse project based at the HWRC Cory operates in Wandsworth, where repairable white goods are fixed up by trainees who are getting back into the workplace.</p> <p>In the early months of the Covid-19 outbreak, Groundwork London repivoted many of its projects and programmes to address some the growing problems faced by vulnerable members of communities across London.</p> <p>Its ReWork project provided free white goods directly to people who were shielding, or otherwise struggling. The funding from Cory enabled the provision of domestic electrical appliances to 45 needy and/or vulnerable households.</p>	<p>Cory's funding provided support for the Lisson Green Doorstep Library project which offers a supportive reading and home-library service to children aged nought to 11. Volunteers visit the same five to six families, taking books to read with the children and lend for the week. The volunteers build supportive relationships with families (many of whom are socially isolated), increasing trust in outside services. Programmes of reactive and proactive signposting raise awareness of local events and services, resulting in greater community engagement and feelings of inclusion.</p>	<p>Cory's funds supported the refurbishment of the kitchen at the Pyramid Resource Centre, which is a scrapstore run by Thurrock Play Network. It provides materials and items, that would otherwise go to waste, for residents in Essex and Kent to reuse and recycle.</p> <p>The Centre also runs workshops for families, encouraging creativity and fun, supporting social, physical and emotional wellbeing.</p>

In 2020, we distributed £25,000 of funding to seven organisations, selected by our employee panel:

Project	upCYCLE provides free bikes, cycle training and bicycle maintenance workshops for young people from minority ethnic groups.	Shadwell Basin Outdoor Activity Centre delivers water sports, climbing sessions and mountain biking for people of all ages and backgrounds.	West Thamesmead Community Organisation aims to build community, enhance the local environment, and provide a voice to make West Thamesmead a better place.
Location	Lambeth	Tower Hamlets	Greenwich
What Cory's funding did	<p>Cory's funding has supported the work of upCYCLE in building a cycling community in Brixton and surrounding areas for young people from ethnic minority groups. They do this by recycling second-hand and unused bikes and either donating them to charities or using them during 'Bike Maintenance' workshops and cycle training sessions where young people get the chance to learn basic bike repair skills and earn a free bike.</p> <p>The bike maintenance workshops give young people the opportunity to learn new skills in a fun environment with people from different backgrounds together with the sense of achievement that comes with fixing something.</p> <p>During 2020 upCYCLE had 41 young people participate in their workshops and donated 30 bikes.</p>	<p>Cory's funding supported the installation of an outdoor classroom on Shadwell Pierhead, overlooking the River Thames. The classroom will be used for work with local schools and youth club participants from across Tower Hamlets.</p>	<p>Cory's funding supported delivery of three projects in West Thamesmead:</p> <ol style="list-style-type: none"> <li>1) The installation of improved waste and recycling bins in Gallions Park and surrounding community spaces of West Thamesmead that showcase innovative technologies and values-based messaging, promoting and supporting improved recycling and waste management.</li> <li>2) The creation of a Gallions Copse Community Garden. It is currently a high visibility, neglected and inaccessible green space scattered with litter and fly-tipping. The project aims to clear the space of debris and enhance the green space to promote local flora and fauna.</li> <li>3) The regeneration of footpaths on the canal that leads from Gallions Park to West Thamesmead/Broadwater by removing obstructions, clearing overgrowth, repairing the lighting and commissioning a mural.</li> </ol>



Cycle skills session upCYCLE ran with Cycle Confident in Myatt's Fields Park

**We look forward to building on the success of the first year of our Community Fund and providing further support to our local communities in 2021, and beyond.**

## COMMUNITY INVESTMENT AND ENGAGEMENT – 2021 ACTIONS AND TARGETS

### ▼ Ambition

### ▼ Goals

### ▼ 2021 actions and targets

#### **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.

Complete first round of Cory Community Fund and initiate second application process Q3 2021.

Deliver the third Bexley Eco Festival in partnership with the London Borough of Bexley.

Continue to provide support to the Children's University Passport Scheme and participate in the London South East Steering Group to support expansion of the scheme in Bexley, Bromley and potentially the Greenwich area.

Covid-19 permitting – continue to offer site visits and virtual assemblies to local schools (no specific target due to uncertainty around Covid-19 restrictions).

#### **Support engagement in STEM subjects in our local communities.**

Deliver Engineering for a Cleaner World workshop to as many students as possible (no specific target due to uncertainty around Covid-19 restrictions).

Deliver virtual Industrial Cadet programme with local schools and sponsor and mentor two virtual Go 4 Set projects in Bexley and Tower Hamlets (no specific target due to uncertainty around Covid-19 restrictions).



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# OUR REPORTING

# ABOUT THIS REPORT

## Scope and boundaries

This report relates to the work undertaken in our last financial year, 1 January to 31 December 2020. We have used the financial control approach to define our organisational boundary and have reported on all operations fully consolidated in our financial statements.

While the data shared relates to work undertaken in our last financial year, due to the release date of our report in late 2021, we have covered more recent activities and progress made during 2021, particularly regarding our commitment to get to net zero by 2040, which was approved by our board in October 2021.

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 6 we set out the results of the materiality assessment that we used to develop our new sustainability strategy. This provides the framework of how we manage the key material issues to our business.

### Reporting frameworks

This report has been prepared in accordance with the GRI Standards: Core option. Please see the separate document, GRI Content Index 2020, on our website, which specifies each of the GRI Standards used and lists all disclosures included in the report.

In line with guidance provided by the Environmental Services Association, we have used the EpE *"Protocol for the quantification of GHG emissions from waste management activities"* (2013) to calculate our carbon benefit to UK society.

The UN 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.

### Precautionary principle

Cory applies the precautionary principle across all aspects of our operations. We do this through application of our Environmental and Energy Policy, and our ISO 14001 Environmental Management System. Delivery is managed through our Health, Safety, Environment, Quality and Assurance function.

### Reporting principles

This report has covered all 15 topics, and their boundaries, identified as material by our internal and external stakeholders in our 2020 materiality assessment. The information included is considered to meet GRI's Reporting Principles for defining reporting quality as far as we are reasonably able.

### Assurance

Cory worked with Ricardo Energy & Environment to undertake an independent assurance review of our 2020 GHG emissions data. The assurance review was carried out for the period 1 January 2020 to 31 December 2020 and included all 2020 Scope 1, 2, and 3 emissions. The assurance, other than Audits or Reviews of Historical Financial Information criteria, has been conducted in line with the ISAE 3000 Assurance Engagements.

Independent assurance on the non-financial/ sustainability-related qualitative and quantitative information 'sustainability performance' aligned with core GRI Principles covered in this report was carried out by Paul Toyne.

# INDEPENDENT ASSURANCE STATEMENT

## SCOPE AND APPROACH

I was commissioned by Cory to carry out an independent assurance engagement on the non-financial/sustainability-related qualitative and quantitative information ('sustainability performance') found within core GRI Principles as documented in the 2020 SD report.

I performed a limited level of assurance which is based on my professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised and the GRI Principles for Defining Report Content and Quality. My assurance engagement was carried out during October 2021.

## Responsibilities of the management of Cory and of the Assurance Provider

The management of Cory has the sole responsibility for the preparation of the Sustainability Report 2020/21, hereafter referred to as the Report, and is responsible for all information disclosed in the Report as well as the processes for collecting, analysing and reporting the information presented in both the printed and online versions of the Report. This applies equally to its 2020 Annual Review which is referenced in the Report. Cory is also responsible for the maintenance and integrity of its website containing its sustainability performance disclosures. In performing this assurance work, my responsibility is to the management of Cory; however, this statement represents my independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the company.

There is no conflict of interest between the company and the assurance provider. This assurance engagement is based on the assumption that the data and information provided by the client to me as part of our review have been provided in good faith. I have not been involved in the preparation of any statements or data included in the Report except for this Assurance Statement. I expressly disclaim any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

## Basis of opinion

During the verification, I adopted a risk-based approach and performed the assessment to obtain the evidence considered necessary to provide a basis for the assurance opinion. As part of the assurance, I reviewed the sustainability disclosures related to Cory's operations. I undertook the following activities:

1. Review of Cory's approach to identification of key issues, the processes of stakeholder engagement and materiality determination, and its outcomes as brought out in this Report;
2. Interviews with selected senior managers responsible for management of sustainability issues and review of selected evidence to support issues disclosed in the Report;
3. Assessments to review processes and systems for preparing site level sustainability data and implementation of sustainability strategy; and
4. Review of the processes for gathering and consolidating the sustainability performance data related to core GRI topics.

I did not assess or verify Cory's greenhouse gas reporting as this has been completed previously for the reporting period 2020 by competent third party assessors.

## Opinion

On the basis of the verification undertaken, nothing has come to my attention to suggest that the Report does not bring out the sustainability performance disclosures for the identified material topics following the core GRI Standards.

## SECTION 2: OBSERVATIONS

### Materiality

Cory clearly states the process of materiality identification through stakeholder engagement and has 15 core material issues. The Report signposts how these issues are being managed within its operations and through its outreach. The Report references Cory's 2020 Annual Review where Cory's approach to stakeholder engagement, collaboration and management is described. A significant material issue is climate action and Cory has committed to implement and report the TFCO; furthermore it has achieved a very high reporting standard against GRESB

Infrastructure Asset performance where reporting against material issues is disclosed.

Nothing has come to my attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

### Stakeholder Inclusiveness

The Report describes how stakeholders participated in identifying material issues, with further details found in the Cory 2020 Annual Review. There is strong evidence of engagement throughout the year with multiple stakeholders and of partnering and collaborative working with them. For example, working with suppliers to deliver the net zero carbon strategy. For some stakeholders, such as the local community, it is less clear on how they have been engaged throughout the reporting year if they are not beneficiaries of grants or just as neighbours to Cory sites.

Nothing has come to my attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

### Responsiveness

The Report demonstrates how Cory is responding to key issues. For example, Cory has developed a response to the climate emergency with its new targets of moving to net zero, part of its new sustainability strategy. The climate emergency is a critical stakeholder issue and more widely to society as a whole. There are appropriate management systems in place to manage many of the material issues, such as environment and health and safety, and respond according to performance.

Work is in progress to identify how Cory can best support the issue of biodiversity and habitat creation. Here Cory's response is less advanced than net zero and other issues but nevertheless represents a balanced account of its performance and acknowledges further work is required to develop its approach.

Cory recognises the significance of wellbeing and mental health in its workforce and has support mechanisms in place for its employees. Activities during the period of the pandemic demonstrate the company's responsiveness and are reflection of its values described in the Report.

Nothing has come to my attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.

### Reliability

The Report explains the systems and related processes for quality assurance related to sustainability data and aggregation of information related to identified material topics which are presented using chosen GRI topic-specific Standards. Data sampling suggested that the accuracy of information presented in the Report is satisfactory. Strong evidence was found of a culture of continuous improvement in data management systems, particularly in health and safety. Furthermore, there is clear evidence that through its corporate governance information is routinely checked for accuracy.

Nothing has come to my attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

### Completeness

The Report articulates Cory's scope and boundary for reporting performance against its material topics identified by the company for the reporting period 2020 and covering its boundary of operations. Where relevant it describes activities undertaken in 2021. Reporting could be strengthened by providing previous years' data to give a comparison.

Nothing has come to my attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

### Neutrality

The Report is balanced and clearly describes where work is required to improve understanding and formulate strategy and action on material issues, for example biodiversity conservation.

Nothing has come to my attention to suggest that the Report does not meet the Principle of Neutrality.

**Dr Paul Toyne**



# STAKEHOLDER ENGAGEMENT 2020

## Stakeholders

## How we engaged during 2020

## Key topics of engagement/ stakeholder concern in 2020

## Main impact of engagement

### Shareholders

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

Each shareholder has representation on the board of Directors. We provided shareholders with regular financial and non-financial information, both at and between board meetings, amounting to near-weekly communication.

The CEO and other senior management regularly hold formal and informal meetings with shareholders.

- Coronavirus pandemic: impact on employees, management of safe working practices, impact on business
- Health, safety, and wellbeing of employees
- Long-term business plan
- Draft net zero strategy
- Riverside Energy Park, Riverside Heat Network and other development projects
- Operational matters, business and plant resilience
- GRESB Infrastructure Assessment

The business's response to the coronavirus pandemic dominated engagement with shareholders during 2020. Close engagement ensured that shareholders had trust in the governance of the business throughout this challenging period, and supported the leadership team's response to it, including measures to ensure the safety and wellbeing of our people while the business continued to operate.

Our shareholders supported a change to the investment profile, resulting in substantial investment in Riverside EFW facility to improve its resilience and reliability, ensuring that more of London and the South East's waste could be treated at the facility, and a commitment to upgrade our river fleet as part of an ongoing investment programme to focus the business on river transport.

Our shareholders also supported the strategic direction of the business, ensuring the progress of the company's plans to develop Riverside Energy Park, the Riverside Heat Network, and other initiatives to support the UK's decarbonisation.

Our shareholders recognised the importance of supporting the communities we operate in, and approved the creation of the Cory Community Fund.

### Workforce

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

As well as regular daily engagement with staff, employee-specific engagement included:

- Quarterly virtual 'Town Hall' meetings/business updates
- Health and safety/engagement visits
- Generation of individual development plans
- Support and guidance for those working from home
- Online yoga
- Sustainability Working Group
- Community Fund Committee
- New staff intranet
- New staff newsletter
- Safe working and wellbeing through the coronavirus pandemic
- Key operational matters and future development plans for the business
- Net zero and sustainability
- Personal development

The key priority in 2020 was to ensure that everyone at Cory was able to work and keep safe during the pandemic so they could support delivery of our services.

Our engagement has also ensured that Cory employees' voices are involved in determining sustainability initiatives, and employees connect with our community.

In 2020, we increased our support for working parents through an enhanced maternity and paternity pay policy.

▼ Stakeholders

▼ How we engaged during 2020

▼ Key topics of engagement/  
stakeholder concern in 2020

▼ Main impact of engagement

**Suppliers**

Providing us with essential goods and services, suppliers ensure we can operate our business efficiently and effectively.

We communicated with suppliers through standard procurement and contract management processes. This included credit checks, confirmation of compliance with necessary policies, negotiations and meetings. We also engaged closely with any suppliers and contractors attending our sites regarding health, safety and environmental matters.

We audited three suppliers from high-risk sectors to establish compliance with the Modern Slavery Act.

- Safe working for contractors and suppliers onsite during the pandemic
- Opportunities for partnerships, further work and capital investment
- Working collaboratively to solve problems
- Managing the impact of Brexit
- Modern Slavery Act compliance

Cory strengthened relationships with suppliers by:

- Ensuring suppliers were paid promptly, despite any issues raised by the pandemic
- Ensuring the health, safety and wellbeing of contractors onsite
- Helping suppliers improve processes to combat modern slavery and human trafficking
- Engaging new suppliers to improve service, reduce costs and enhance quality
- Addressing issues in a collaborative way

**Customers**

Our customers provide the revenue to invest in our people and business and pay distributions to our investors.

We organised frequent executive-level meetings with Local Authority customers and held regular meetings with commercial and industrial customers. During 2020, these were largely virtual.

The issue that mattered most to our customers was Covid-19.

At the start of the pandemic, it was vital that our customers were confident that we had contingency plans to deliver an uninterrupted service. We therefore developed plans for all our sites and river operations, ensuring resilience and the relocation of personnel if required.

During the first lockdown, we held meetings with Local Authority customers every day, working to ensure waste services were uninterrupted and to implement new government guidance as it developed. We also developed daily service updates in a dashboard format, using a traffic light system that were later adopted by other organisations across London. The two key principles we followed throughout that period were ‘no surprises’ and ‘adapt to our customers’ individual needs’.

We also engaged closely with our commercial and industrial customers, particularly in relation to flexibility in varying their contractual terms where necessary, taking account of the impact of lockdowns and ensuring they were paid on time.

**Lenders**

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

Lenders received semi-annual business performance reports and regular updates via the agent portal, and virtual meetings were held.

- Financial and non-financial performance of the business, including ESG matters
- Key matters affecting the business, including the impact of the pandemic
- Updates on the Riverside Energy Park development, including the potential for lenders to invest further

In 2020, Cory engaged heavily with lenders on the additional financing of our capex facility, which was successfully completed in November. This has ensured the business can continue to invest in key infrastructure, including the upgrade of the river fleet ensuring that waste continues to be transported by the river rather than by road.

Engagement also ensured continued interest in the Riverside Energy Park development.

## Stakeholders

## How we engaged during 2020

## Key topics of engagement/ stakeholder concern in 2020

## Main impact of engagement

### Regulators/government

Our industry is regulated, particularly in relation to the environment and use of the River Thames. We serve local boroughs, so it is important we maintain strong relationships with regulators and local and national government.

We interfaced with regulators and government through:

- Direct communications
- Responding to consultations
- Regular compliance activities and requirements
- Media activity

Material issues that arose in 2020 included:

- Ongoing waste treatment capacity gap in the UK
- The role of energy from waste in responsible waste management and moving to net zero carbon
- The Riverside Energy Park development (including the judicial review)
- The Riverside Heat Network Development
- HSE reporting

Engagement with government and regulators resulted in:

- Increased awareness of the waste treatment capacity gap and the benefits of energy-from-waste treatment
- Award of a Development Consent Order for Riverside Energy Park
- Support for the Riverside Heat Network Development

### Community

We operate several sites across London and serve various boroughs by managing their waste. It is vital we have a positive impact on the communities we operate in.

Community engagement included:

- Launch and delivery of the Cory Community Fund
- Launch of the Cleaner World Programme with Crossness Pumping Station
- Support for the Industrial Cadets and other nationally recognised providers of opportunities to enhance STEM skills
- Virtual Bexley Eco Festival

The company also operates reuse and recycling centres at Western Riverside and Northumberland Wharf, benefitting communities in Wandsworth and Tower Hamlets (respectively).

Our activities with local communities resulted in:

- Community funding opportunities
- Responsible waste and resource management, including recycling education and awareness
- Opportunities for employment in STEM areas, including the waste management sector
- Continuation of activities virtually

Our activities with local communities resulted in:

- Financial and delivery support for local community initiatives supporting people in our communities
- Raised awareness of sustainability and wellness initiatives in the Bexley area

# DATA TABLES

For period 1 January – 31 December 2020

## Health and safety

	2020	GRI reference
Days lost to injury	143	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	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%	GRI 403-8
Number of high-consequence work-related injuries – employees	3	GRI 403-9
Rate of high-consequence work-related injuries – employees	0.44	GRI 403-9
Number of recordable work-related injuries – employees	31	GRI 403-9
Rate of recordable work-related injuries – employees	4.58	GRI 403-9
Number of hours worked – employees	677,266	GRI 403-9
Number of high-consequence work-related injuries – contractors	0	GRI 403-9
Rate of high-consequence work-related injuries – contractors	0	GRI 403-9
Number and rate of recordable work-related injuries – contractors	10	GRI 403-9
Rate of recordable work-related injuries – contractors	7.39	GRI 403-9
Number of hours worked – contractors	135,400	GRI 403-9
Number of cases of recordable work-related ill health for employees and contractors	0	GRI 403-10

All data has been compiled through our IMS. No workers have been excluded from our data.

## Workforce data

	2020	GRI reference
Permanent employees – male	279	GRI 102-8
Permanent employees – female	35	GRI 102-8
Temporary employees – male	0	GRI 102-8
Temporary employees – female	1	GRI 102-8
Full time employees – male	279	GRI 102-8
Full time employees – female	30	GRI 102-8
Part time employees – male	0	GRI 102-8
Part time employees – female	6	GRI 102-8
Contractors working in our Materials Recycling Facility	68	GRI 102-8
Employees covered by collective bargaining agreements (%)	c.42%	GRI 102-41
New employee hires – male	18	GRI 401-1
New employee hires – female	4	GRI 401-1
New employee hires – under 30	5	GRI 401-1
New employee hires – 30–50	13	GRI 401-1
New employee hires – 50+	4	GRI 401-1
Employee turnover – male	22	GRI 401-1
Employee turnover – female	4	GRI 401-1
Employee turnover – under 30	5	GRI 401-1
Employee turnover – 30–50	13	GRI 401-1

## Workforce data

	2020	GRI reference
Employee turnover – 50+	8	GRI 401-1
Employee turnover rate (percentage)	8%	GRI 401-1
Employees who took parental leave – male	1	GRI 401-3
Employees who took parental leave – female	3	GRI 401-3
Employees who returned from parental leave – male	1	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%	GRI 401-3
Retention rate of employees who returned from parental leave – female (percentage)	67%	GRI 401-3
Total number of incidents of discrimination	0	GRI 406-1
Percentage of board – male	100%	GRI 405-1
Percentage of board – over 50	100%	GRI 405-1
Percentage of Executive Leadership Team – Female	22%	GRI 405-1
Percentage of Executive Leadership Team – 30–50 years	78%	GRI 405-1
Percentage of Executive Leadership Team – over 50	22%	GRI 405-1
Percentage of managers – female	21%	GRI 405-1
Percentage of supervisors – female	4%	GRI 405-1
Percentage of operational staff – female	5%	GRI 405-1
Percentage of support staff – female	50%	GRI 405-1
Percentage of managers under 30/30–50 years/over 50	3%/58%/39%	GRI 405-1
Percentage of supervisors under 30/30–50 years/over 50	0%/81%/19%	GRI 405-1
Percentage of operational staff under 30/30–50 years/over 50	15%/48%/36%	GRI 405-1
Percentage of support staff under 30/30–50 years/over 50	17%/73%/10%	GRI 405-1
Ethnic origin – percentage of employees who are Asian	2%	GRI 405-1
Ethnic origin – percentage of employees who are Black	3%	GRI 405-1
Ethnic origin – percentage of employees who are Mixed	2%	GRI 405-1
Ethnic origin – percentage of employees who are White European	10%	GRI 405-1
Ethnic origin – percentage of employees who are White British	64%	GRI 405-1
Ethnic origin – percentage of employees who are other/prefer not say	18%	GRI 405-1

Data compiled from payroll, diversity questionnaires to staff. Internal records.

## Training

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

### Training

	2020	GRI reference
Percentage of total employees who received a regular performance and career development review during the reporting period – operational staff	75	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

### Energy and environmental data

	Unit	2020	GRI reference
Gross direct (Scope 1) GHG emissions	Tonnes CO <sub>2</sub> e	353,262	GRI 305-1
Biogenic CO <sub>2</sub> emissions (Scope 1)	Tonnes CO <sub>2</sub> e	391,367	GRI 305-1
Gross location-based energy indirect (Scope 2) GHG emissions	Tonnes CO <sub>2</sub> e	1,906	GRI 305-2
Gross location-based energy indirect (Scope 2) GHG emissions	Tonnes CO <sub>2</sub> e	13	GRI 305-2
Gross other indirect (Scope 3) GHG emissions	Tonnes CO <sub>2</sub> e	2,000	GRI 305-3
Scope 1, 2 and 3 GHG emissions intensity ratio (location based)	Tonnes CO <sub>2</sub> e/total waste and recycle tonnage handled	0.43	GRI 305-4
Carbon benefit	Tonnes CO <sub>2</sub> e	209,717	
Oxides of nitrogen	Kg	844,817	GRI 305-7
Sulphur dioxide	Kg	23,824	GRI 305-7
Total Particulate Matter	Kg	9,223	GRI 305-7
Lead	Kg	23.99	GRI 305-7
Mercury	Kg	2.66	GRI 305-7
Total fuel consumption from non-renewable sources (natural gas, diesel, gas oil, parasitic load of EfW plant)	MJ (000s)	6,997,350	GRI 302-1
Total fuel consumption from renewable source (solar)	MJ (000s)	234	GRI 302-1
Total electricity consumption	MJ (000s)	29,430	GRI 302-1
Total electricity sold	MJ (000s)	1,803,132	GRI 302-1
Total energy consumption	MJ (000s)	5,223,882	GRI 302-1
Energy intensity ratio	MJ per tonne of waste handled	165	GRI 302-3
A non-compliance that could have a major environmental impact	Number	0	GRI 307-1
A non-compliance that could have a significant environmental impact	Number	0	GRI 307-1
A non-compliance that could have a minor environmental impact	Number	1	GRI 307-1

### 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 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 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.
- 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 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.



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