

MAKING MORE FROM WASTE

Corporate Responsibility Report 2014

Shanks

Shanks Group plc



Shanks Group plc is a leading international sustainable waste management business

We meet the growing need to manage waste without damaging the environment

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Highlighting our vision, our strategy and our progress towards our targets

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Key facts and figures

Recycling

Overall recycling and recovery rate

82%

Total waste handled

8.08m
tonnes

Total materials recovered

6.64m
tonnes

Environment

Total potential avoided carbon emissions

1.26m
tonnes CO₂ equivalent

Total energy generated

106.4
'000 MWh

Waste derived fuels produced and sold

750
'000 tonnes

Health and safety

Reduction in reportable accident rate

19%

Complaints received from our neighbours reduced by

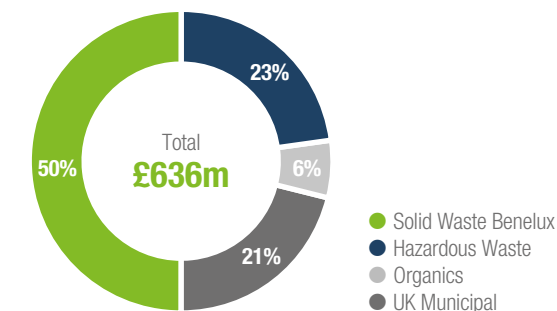
33%

Total employees

3,912
in four countries

Financial performance

Chart 1: Revenue by division
£m



+14.0%
Increase in profit before tax

£30.2m
Underlying profit before tax

Table 1: Detailed figures

Operating division	Benelux Solid Waste	Hazardous Waste	Organics	UK Municipal	Group
Number of employees ¹	2209	810	72	821	3912
Active operating centres	46	13	6	20	85
Operating centres with recycling/recovery	34	2	6	20	62
Operational landfill sites	3	0	0	2	5
Collection and transport lorries	688	125	0	45	858
Tonnes waste handled (million tonnes)	4.05	2.11	0.69	1.23	8.08
Tonnes materials recovered (million tonnes)	3.09	2.02	0.66	0.87	6.64
Overall recycling and recovery rate	76%	96%	96%	71%	82%
Total energy generated ('000' megawatt hours)	58.0	0	38.9	9.5	106.4

1. Number of employees may vary from that quoted in Shanks Annual Report as the result of including discontinued activities in CR reporting.

Our vision

We strive to be the leading provider of sustainable waste management solutions in our target markets

We aim to achieve our goals by leveraging our unique position in the waste management cycle. Shanks uses a range of sustainable and cost-effective technologies to make valuable products from what is thrown away and generate increasing returns for our shareholders. We produce green energy, recovered fuel, recycled commodities and organic fertiliser.



Our solutions



Reduce greenhouse gas emissions



Produce green energy



Treat contaminated waste



Recycle commodities



Provide highly specialised industrial cleaning



Produce recovered fuel



Reduce untreatable waste residues to a minimum

Where we operate

Benelux

63

operating sites



Our operations in the Benelux comprise the Solid, Hazardous and Organics Divisions

UK

20

operating sites



Our Municipal Division provides recycling and waste management services to local authorities in the UK, creating fuel for green energy production

Canada

2

operating sites



We process organic waste using tunnel composting

Our people



Belgium



The Netherlands



UK



Canada

Our strategy

Our overarching strategy of “making more from waste” remains consistent and the core pillars of this strategy are focused on generating profitable growth in each of our four distinct markets



Solid Waste Benelux

Improve the profitability of Solid Waste Benelux

Our Solid Waste business is focused in the Benelux region where it is a clear market leader with the scale and position to win. Our strategy is focused on returning this business to previous profitability levels. We continue to drive cost efficiency through the structural cost programme, increasing route density, and delivering new procurement and continuous improvement initiatives. We are investing in optimising our commercial effectiveness to take advantage of market opportunities and have also streamlined the portfolio to increase returns.



Hazardous Waste

Broaden the scope of our Hazardous Waste business

Our Hazardous Waste business delivers superior returns through its symbiotic range of treatments and operational excellence. We are building on this profitable base by investing in more treatment capacity. In parallel, we will expand the range of waste inputs that we treat with our existing assets and will broaden our commercial coverage in international markets.



Organics

Expand the Organics footprint in target geographies

Our strong market position and experience in the Netherlands, combined with our unique business model (design, build, own and operate), provides us with distinct competitive edge which we will leverage to expand in target markets. We will expand our North American footprint by delivering proven solutions that meet the emerging diversion requirements of that market as well as successfully ramp up new UK assets and develop co-processing with Dutch A-brand customers.



UK Municipal

Grow the UK Municipal long-term contract business

We are well-placed to grow in the UK PFI market with established contracts, together with over £200m capital committed to projects in construction. We will deliver continued improvements with our operational contracts and will profitably ramp up newly commissioned assets. Our medium-term growth will be underpinned by the successful construction of significant new sustainable waste management infrastructure. Our expanding PFI operations have high recycling and recovery levels.



Group strategy

While we are increasingly clear about the actions needed to deliver growth in each division, we will continue to deliver value by leveraging our Group capabilities and scale. At a strategic level, our four divisional strategies remain underpinned by two key Group strategies that span all of our businesses.

Develop world-class capabilities in a cohesive Group culture

This strategy comprises the introduction of enhanced capabilities of commercial effectiveness, continuous improvement and talent development. It also includes the leveraging of our many deep skills between Divisions. For example, the skills of our Netherlands Organics and UK Municipal businesses are combining to bid for contracts in Canada, while our Shanks Total Care initiative creates a unique commercial proposition in the Netherlands. And, we are doing this while improving our recycling and recovery rate, increasing the carbon avoidance benefit we provide and reducing the number of accidents our employees suffer.

Actively manage the Group's portfolio

We are actively managing our portfolio of assets to improve the quality of our earnings and the return on capital employed. In particular, we have sold underperforming assets that lack the long-term capability to generate attractive returns. Overall, we are focused on deploying capital in areas where we are confident of sustainable advantage, attractive returns and higher growth.

Group Chief Executive's statement

Looking after our employees, protecting the environment and engaging with our neighbouring communities enables us to work safely and efficiently, and gives us our licence to operate



Peter Dilnot
Group Chief
Executive



At Shanks, we live and breathe corporate responsibility. It is not only about a desire to do the right thing. Looking after our employees, protecting the environment and engaging with our neighbouring communities enables us to work safely and efficiently, and gives us our licence to operate.

Accident rate achieves a record low target a year early

Health and safety is top of our agenda. We work in a high-risk industry, but we are minimising the risk of accidents by giving our people the support, training and equipment they need to work safely. I am pleased to report a significant improvement in our employee accident rate over the year, particularly in our Belgian operations. As a whole, we improved

the accident rate across the business by 19%. This means that we have achieved our five-year accident reduction target one year early.

These safety successes are a tribute to the efforts of everyone at Shanks who has embraced a culture of safe working. To reinforce this safety culture, we launched our successful Group Safety Award for the second year running. The award attracted 34 entries, up by 10 on the previous year. The winner was 'Reducing the odds with LOTO' (lock-out/tag-out), a communications campaign created by the Belgian Solid Waste team. The campaign engagingly promotes the life-saving importance of effective 'lock-off' procedures that disable equipment before maintenance or cleaning is carried out.

// Our dedication to health and safety has helped us to reduce our already low accident rate significantly //

Our directors and senior managers have played their part in sharing best practice on safety too. Together they have made more than 150 safety leadership visits to sites in the past 12 months. These visits demonstrate our commitment to good safety performance and have on many occasions identified poor conditions or practices that have been corrected.

We have promoted a major traffic safety initiative that has led to more than 1,000 improvements in traffic safety across our operations. It is no coincidence that traffic-related accidents fell by more than a quarter over the year.

Group Chief Executive's statement continued

// Effectively dealing with eight million tonnes of waste is essential for the communities that we serve //

We will continue to build on these successes and drive health and safety improvements throughout 2014/15. The next 12 months will see us implement the second stage of our traffic safety initiative. We also plan to enhance our near miss and hazard reporting systems and improve our fire safety performance.

Environmental Sustainability is in our DNA

By "Making More from Waste", Shanks is delivering sustainability for its customers, its partners, the company itself and the wider community. Our unique range of technologies and industry-leading recycling rates allow our customers to achieve their sustainability goals.

For example, in the Netherlands we have invested in new collection equipment to help Albert Heijn further reduce their carbon footprint.

The Dutch Government has indicated a desire to increase recycling rates prior to incineration. This is Shanks' core business. A lobbying campaign in the

Netherlands has also resulted in our ATM site playing a leading role in the more environmentally appropriate treatment of contaminated old road surface materials. We also expect to be able to offer a compelling solution to Canadian municipalities as they address the pressing need to increase the diversion of organic waste from landfill, while our new PFI assets under construction at Barnsley, Doncaster and Rotherham (BDR) and Wakefield will achieve high diversion rates for these municipalities.


All of the additional capacity that we have brought on-line in the past year, including our new anaerobic digestion (AD) facility at Westcott Park, enhances our capacity for recycling and recovery.

Working hard to engage local communities

Effectively dealing with eight million tonnes of waste is essential for the communities that we serve, but can inevitably cause local inconvenience, for example additional heavy traffic. Wherever we operate, we work hard to develop good relationships

with the communities around us. Our Group Corporate Responsibility Committee conducted a major stakeholder exercise in 2013/14 to assess how our stakeholders view us and find out what's important to them. The findings will be used to inform the way we approach issues and communicate with local residents in the future.

By continuing to put corporate responsibility at the heart of everything we do, we are well equipped to grow our business in a manner that benefits all our stakeholders, while creating value for our shareholders in 2014 and beyond.



Peter Dilnot
Group Chief Executive

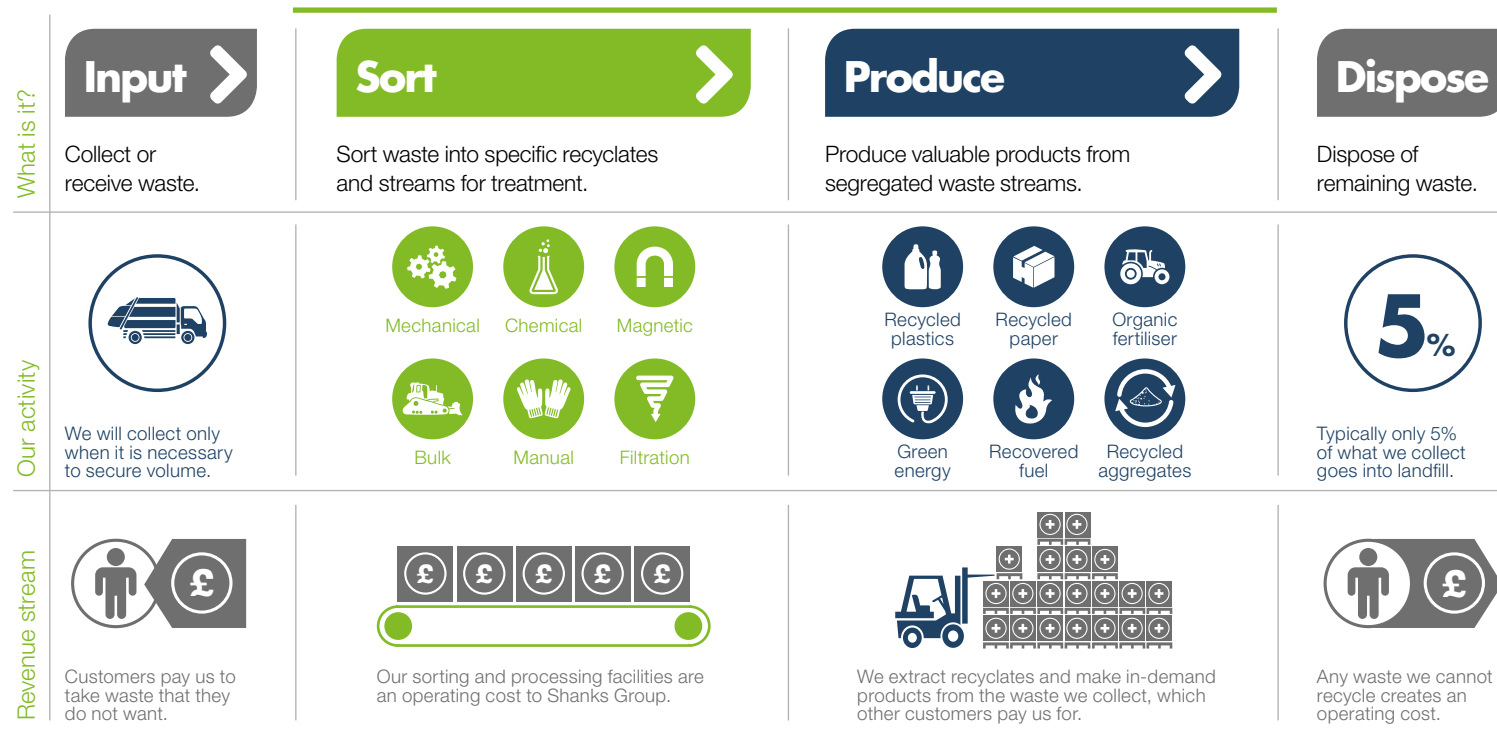


Digester tanks producing biogas >
at our Amsterdam AD facility

A better approach to waste management

We aim to be the leading provider of sustainable waste management solutions in our target markets by making more from the things that society throws away

Our core activities



We are committed to helping society reduce its carbon emissions. We do this by converting the waste that would otherwise have gone to landfill or mass incineration into useful products such as green energy, recycled materials, alternative fuels and nutrient-rich compost.

This sustainable waste management approach avoids greenhouse gas emissions, raw material use and non-renewable energy production, and provides sustainable benefits to our partners, customers and the wider community.

We operate a range of processes and technologies to achieve the highest

recycling and recovery rates in the industry and enable our customers to reach their sustainability targets. These include sorting and recycling, mechanical biological treatment, anaerobic digestion, in-vessel composting and hazardous waste treatment.

By recycling and recovering waste, we lift the carbon burden associated with using raw materials and non-renewable energy. The waste-derived fuels we produce provide a carbon benefit by displacing fossil fuels.

We have set ourselves a target of increasing the carbon avoidance benefit produced by our

operations to 1.3 million tonnes by 2015 and have invested in new capacity to achieve this. We measure how much carbon is avoided as a result of the recyclate materials produced, the green electricity generated and the waste-derived fuels we supply.

Our commitment to sustainability is confirmed by external and independent measures. We are listed in the FTSE4Good Index and in 2013 we won the PLC 'Achievement in Sustainability' award.

Progress towards our targets

Four years ago we set ourselves three five-year key corporate responsibility targets to be achieved by 2015. These targets reflect our commitment to recycling and recovery, the environment and the safety of our people

Recycling and recovery rate

We have improved our recycling and recovery rate to 82%, so achieving our five-year key target of 80% one year early. This improvement has been the result of our continued commitment to recycling and recovery over disposal. During 2013 we sold our last UK commercial landfill site and divested ourselves of our UK commercial operations, which had relatively low recycling and recovery rates. In addition, we have taken more waste into our ATM facility, which already has a class-leading recovery rate.

Carbon avoidance

We have also increased the level of carbon avoidance our operations provide for society to 1.26 million tonnes. We are on track to meet our five-year target of 1.3 million tonnes and

have improved compared to 2012/13. Much of this increase has been the result of enhanced sales and production of waste derived fuels. We are confident that we are well positioned to increase our carbon avoidance further to meet our 2015 target in the coming year.

Accident rate

Demonstrating our commitment to the safety of our people, we hit our target of cutting our more than three days absence accident rate by 25% a year ahead of schedule. This is an important milestone and has been made possible by the efforts of everyone in the Group.

This year's success has been achieved through a relentless focus on safety, which saw the accident rate fall by 19%, following an 8% drop

last year. A Group-wide 'Action on Safety' initiative was led by senior managers, and a good deal of time was spent on safety audits and improvements across our operations.

Among the changes we introduced was a traffic safety initiative across our sites that helped to reduce traffic accidents by a quarter and we once again held the Group Safety Awards to engage our people with health and safety issues.

We operate in a high-risk sector but Shanks has one of the lowest reported accident rates in the industry. Nevertheless, we won't be satisfied until we eliminate accidents from our facilities altogether.

Chart 1: Overall recycling and recovery rate

% waste handled

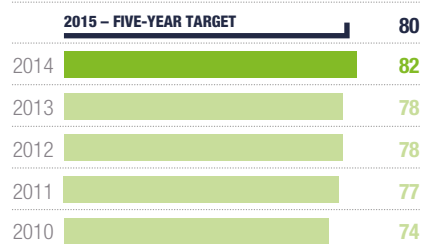


Chart 2: Carbon avoidance

tonnes m

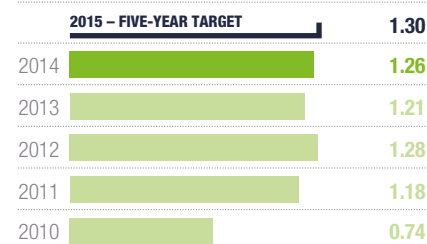
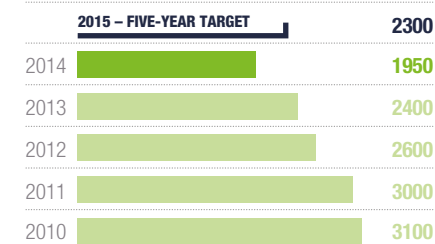


Chart 3: Reportable accident rate¹

per 100,000 employees



1. Accidents resulting in more than 3 days' absence

1. Sustainability and the environment



Case study

CLEARING THE AIR AT OUR ATM FACILITY

After transporting some materials, ships need to de-gas to vent vapours from their storage tanks. This process can result in the release of hydrocarbons into the atmosphere, posing potential environmental impacts and possible odour issues for those living nearby.

One of our operations at our ATM facility in the

Netherlands extracts the vapours produced during ship degassing and treats them to prevent the release of hydrocarbons to the atmosphere. To enhance the benefits of its degassing treatment operations, ATM recently expanded its capacity.

Jacques de Jong, Shanks Hazardous Waste Division Compliance Director, says: “We have already grown our degassing

facility’s capacity from 3,000 to 7,500 cubic metres per hour and expanded the number of waterside connection points available for ships.

“We plan to continue this expansion in the future with the installation of two additional flame arrestors, so providing an environmental and safety benefit.”



^ ATM provides sustainable waste management solutions for hazardous waste



3,000 – 7,500 m³

per hour – our expansion of degassing capacity at ATM

^ In addition to degassing, much of the waste received at ATM arrives by ship

Case study

'REVERSE OSMOSIS' REDUCES EMISSIONS IN CANADA

A Shanks facility in Canada is testing innovative 'reverse osmosis' technology to enhance the effectiveness of 'scrubbers' used to reduce emissions into the atmosphere. The Shanks Organics in-vessel composting (IVC, also called tunnel composting) facility near London, Ontario, already has extensive environmental control equipment including 'scrubbers'.

Greener technologies certainly have environmental benefits, but even the best may still generate some level of emissions into the environment. IVC can result in the emission of volatile organic compounds (VOCs) into the atmosphere. This impact is more than compensated for by the benefit provided by IVC

facilities over waste disposal, but we still seek to control such emissions. The reverse osmosis equipment installed at Shanks London cleans the water used in the scrubbers, making them more effective and better at extracting VOCs. This is a class-leading use of technology for IVC plants and confirms our commitment to sustainable technologies and reducing our potential environmental impacts.

690

thousand tonnes of waste handled at our Organics Division sites

96%

Recycling and recovery rate achieved by these sites

Contributing to sustainability

We take the things that society throws away and convert them into something useful that can help us protect our environment

We deliver sustainable waste management solutions rather than simply disposal because they reduce society's reliance on non-renewable resources. We do this by harnessing innovative technologies that make more from waste.

Our Biocel facility in Flevoland in the Netherlands, for example, is one of only a few such plants in the world. Its dry anaerobic digestion process is unusual in being able to handle, alongside other organics, solid waste such as nappies, which are notoriously difficult to break down and treat safely. It converts waste into compost and clean energy.

By using such technology to convert waste into useful products, we are helping to reduce society's carbon emissions, but we want to do more. In the past year we sold our last UK commercial landfill site and all of the new capacity that we brought on-line is dedicated to making more from waste.

We continue to invest in equipment to treat greater quantities in the future. For example, we are developing state-of-the-art sustainable waste management facilities for Barnsley, Doncaster and Rotherham (BDR) councils and we have planning permission for a new site in Derby.

In the past year we began building a waste treatment facility that will handle the rubbish thrown away by 156,000 households in Wakefield. It will push the local authority's landfill diversion rate close to 90%, making fuel for a nearby power station and generating enough green energy to power around 3,000 homes.

During 2013/14 we recycled and recovered 82% of the eight million tonnes of waste that was handled at the Group's sites. We sent just 1.16 million tonnes to landfill and 0.23 million tonnes for incineration.

70%
Group recycling and recovery rate in 2008/09

82%
Group recycling and recovery rate in 2013/14

Table 1: Recycling and recovery rates¹

Indicator	Benelux Solid Waste		Hazardous Waste		Organics		UK Municipal		Group	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Total waste handled at Shanks sites (million tonnes)	3.93	4.05	1.71	2.11	0.68	0.69	1.51	1.23	7.83	8.08
Amount of materials recovered from waste stream (million tonnes)	3.00	3.09	1.62	2.02	0.66	0.66	0.81	0.87	6.09	6.64
Proportion of total waste handled recovered from waste stream (%)	76%	76%	96%	96%	98%	96%	54%	71%²	78%	82%
Tonnes of waste handled sent for landfill disposal (million tonnes) ³	0.35	0.86	–	–	–	0.03	0.64	0.27	0.99	1.16
Tonnes of waste handled sent for incineration disposal (million tonnes) ³	0.58	0.10	0.06	0.05	0.01	0.002	0.06	0.08	0.71	0.23

1. Data is for waste handled at Shanks sites and does not include wastes simply collected and taken to third-party sites.

2. Large increase in recycling and recovery rate mainly the result of: Sale of last commercial landfill site in April 2013; sale of commercial waste operations in December 2013; and increased sales of waste derived fuels.

3. Data may not total as the result of rounding.

Sustainability and carbon performance highlights

Our carbon footprint shows our greenhouse gas (GHG) emissions and the carbon avoidance benefit our sustainable waste management activities provide for society

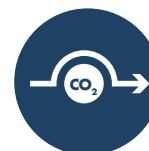
Table 1: Emissions from our activities

Source	2013 CO2 equivalent ('000 tonnes) ¹	2014 CO2 equivalent ('000 tonnes) ¹
Process-based emissions		
Emissions from anaerobic digestion	14	19
Emissions from composting	41	45
Emissions from hazardous waste treatment	258	255
Emissions from landfill	105	115
Emissions from mechanical biological treatment (MBT)	18	22
Transport-based emissions		
Fuel used by waste transport vehicles	70	61
Business travel (cars, trains, flights, etc.)	4	4
Energy-use emissions		
Electricity used on sites and in offices	46	64
Gas used on sites and in offices	9	9
Fuel used on sites and in offices for plant and equipment/heating ²	24	20
Total emissions from significant sources	589	614
The emissions we avoided for society by our activities		
Renewable energy generated	44	36
Waste derived fuels produced and sold ³	652	750
Materials separated for re-use/recycling (some re-used directly, others undergo re-processing by third parties) ³	518	474
Total potential avoided emissions	1214	1260

1. Figures rounded to nearest 1,000 tonnes.

2. Includes heat use on site for Shanks Hazardous Waste.

3. Change in balance between waste derived fuels and recycling data is mainly the result of restructuring in the UK.

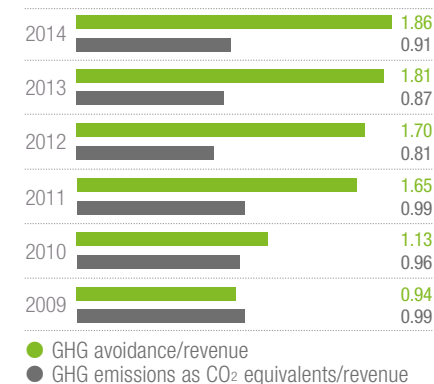


Emissions and avoidance intensity ratios

Our greenhouse gas emissions and avoidance intensity ratios demonstrate our progress towards both reducing our emissions and improving the carbon avoidance benefit of our operations.

Graph 1: Carbon emission and avoidance intensity ratios

Avoidance/emissions as a ratio of revenue in GBP



642

thousand tonnes of carbon avoided in 2008/09

1.26

million tonnes of carbon avoided in 2013/14

Our advanced technologies

Technology is the key to sustainable waste management and we use a range depending on the type of waste and the wishes of our customers



Waste derived fuels replace fossil fuels in manufacturing and energy production processes



Sorting centres, materials recycling facilities (MRFs) and recycling facilities

Sorting centres and recycling facilities take mixed or partially separated waste and sort it into individual components, such as paper, card, plastics, metals, etc.

Recycling:

- Displaces non-renewable, raw materials in product manufacture
- Provides a carbon avoidance benefit compared to raw materials
- Diverts waste from landfill and other disposal methods



Mechanical, biological treatment (MBT) facilities

MBT facilities take residual waste and extract residual recycled material. The waste is then shredded and dried to produce a waste-derived fuel, such as solid recovered fuel (SRF) which can be used in power production and industrial processes.

MBT:

- Displaces fossil fuels in power production and industrial processes, providing a carbon avoidance benefit and reducing use of non-renewable fuels
- Diverts waste from landfill and other disposal methods



Anaerobic digestion (AD) facilities

AD plants (also called tunnel composting) take organic waste, such as food waste, and turn it into fertilisers. They also generate green electricity from the resulting gases.

AD facilities:

- Provide an alternative to artificial and chemical fertilisers
- Produce green electricity that offers a carbon avoidance benefit
- Divert organic waste from landfill, thereby reducing methane emissions



In-vessel composting (IVC) facilities

IVC plants take materials with a higher organic content, such as residual domestic waste, and compost it to produce a fertiliser.

IVC facilities:

- Provide an alternative to artificial, chemical fertilisers
- Divert organic waste from landfill, thereby reducing methane emissions



Hazardous waste (specialist treatment processes)

Our main hazardous waste treatment facility is located in the Netherlands. It uses thermal and other treatments to destroy the hazardous components of waste such as paints and contaminated soils.

Specialised hazardous waste treatment:

- Destroys the hazardous properties of waste, preventing their release into the environment
- Provides a safe alternative to less suitable waste management technologies

Engaging with stakeholders

In 2013/14 we undertook a major exercise to understand what is important to our stakeholders so that we can provide the information they want

This Corporate Responsibility (CR) report complies with Global Reporting Initiative (GRI) guidelines. From next year these will change to place significantly more emphasis on stakeholder engagement. That is only right because we have a responsibility to ensure our CR reporting is relevant to all of our stakeholders, from our local communities to employees, customers and shareholders.

Although the changes don't come into effect until next year, we are already preparing for them and, during 2013/14, we conducted a study of what our stakeholders really think of us and what they believe is important – and how that compares with the way we view ourselves.

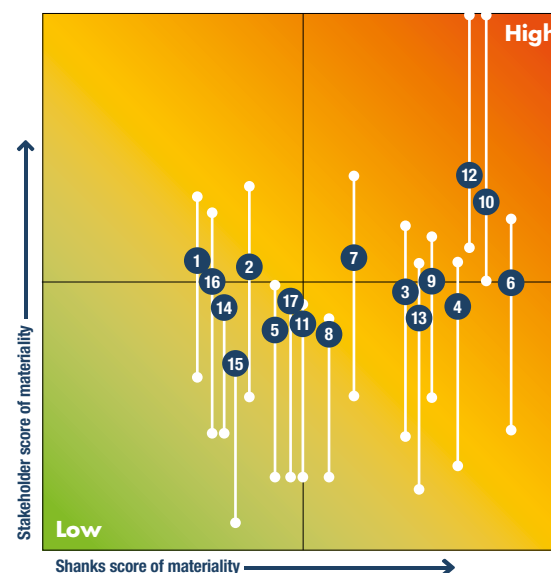
It was a major undertaking and information was gathered from a range of sources through stakeholder surveys and the knowledge and

experience of the Shanks Group Corporate Responsibility Committee. It confirmed our belief that sustainability and environmental issues are very high on many stakeholders' agendas.

The possibility of environmental pollution, community nuisance and potential health effects were also important to our stakeholders. We understand people's concerns over such issues and seek to be transparent about our activities and performance. Although we provide information on these issues in this report, we will look again at how we report on them in the light of the exercise.

The results of this study will enable us to put together our 2015 Corporate Responsibility Report in line with the wishes and needs of stakeholders.

Stakeholder materiality matrix



Key

Positions of blue circles indicate level of importance of issue for stakeholders (vertical axis) compared with Shanks' view of their importance (horizontal axis).

Numbers in circles correspond to issue areas noted to the right.

Vertical white lines show range of stakeholder materiality scores – some stakeholders will value an issue very differently to others.

- 1 Overseas human rights – complicity in poor human rights activities
- 2 Overseas human rights – due diligence of business partner activities
- 3 Employee working conditions
- 4 Employee relations and communication
- 5 Employee civil rights
- 6 Employee and others' health and safety
- 7 Fraud and bribery governance
- 8 Financial governance
- 9 Sustainability and carbon issues
- 10 Environmental regulation compliance and potential pollution incidents
- 11 Community education and culture
- 12 Community nuisance and potential health effects on third parties from our activities
- 13 Service continuity
- 14 Product liability
- 15 Data protection
- 16 Fair practice – anti-corruption
- 17 Fair practice – fair competition

Environmental performance highlights

We use advanced waste management technologies to deliver a sustainability benefit, but if we use more electricity, fuel and water than the resource and carbon benefit produced, then sustainability will be compromised. Therefore, our resource and energy use is a key performance indicator

Carbon and energy use data needs careful interpretation. Only using energy consumption data in isolation can result in unwanted effects. For example, a landfill site uses far less electricity than a recycling plant. We must also consider the carbon benefit of recycling so that we see the complete picture. This is a complex area and we welcome comments and questions on our carbon data.

9

Number of landfill sites operated by Shanks in 2008/09

5

Number of landfill sites operated by Shanks in 2013/14

Table 1: Wider environmental indicators: Resources and consumption

Indicator	Benelux Solid Waste		Hazardous Waste		Organics		UK Municipal		Group	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Electricity consumption ('000 kWh)	41154	39477	52887	54958	20669	21419	24139	30604	138849	146458
Gas used at sites and offices (m³)	3759	4503	926	868	12	21	46632	25180 ₃	51329	30572
Fuel use at sites and offices ('000 litres) ¹	5053	3869	410	548	874	802	1365	1241	7702	6460
Fuel used in waste vehicles ('000 litres)	18697	15362	3078	2743	–	0	2738	2244	24513	20349
Total electricity generated (MWh)	58660	57951	–	–	35665	38972	21543	9455	115868	106378
Water used at sites – potable water ('000 m³) ²	80	79	139	117	8	32	47	39	274	267
Water used at sites – surface water ('000 m³) ²	18	29	3842	3149	–	–	–	–	3860	3178
Water used at sites – groundwater ('000 m³) ²	48	47	–	–	9	12	–	–	57	59
Water used at sites – rain water ('000 m³) ²	36	36	20	21	24	–	0.5	0.5	80.5	57.5
Water used at sites – grey water ('000 m³) ²	83	84	613	690	81	65	–	–	777	839

1. Diesel fuel used (mainly for heavy mobile or static plant).

2. Data rounded to nearest 1,000 m³.

3. Reduction the result of sale of Peckfield Landfill in April 2013, which had electricity generation.

Environmental performance highlights

To make the resources data presented in the table on page 17 more accessible, Group totals are given here as graphs

Graph 1: Electricity consumption
Group, 000' KWh



Graph 2: Gas used at sites and offices
Group, m³



Graph 3: Fuel use at sites and offices
Group, '000 litres



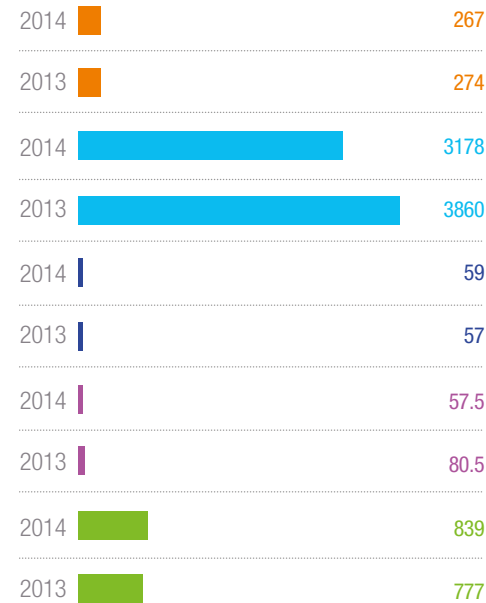
Graph 4: Fuel used in waste vehicles
Group, '000 litres



Graph 5: Total electricity generated
Group, MWh



Graph 6: Water used at sites
Group, 000' m³



Key:
■ Potable water
■ Surface water
■ Groundwater
■ Rain water
■ Grey water



Efficient and well-managed operations use less resources

2. Health and safety



Health and safety in a high-risk industry

We achieved a highly significant 19% reduction in our accident rate in 2013/14 as we continued to embed our safety culture and introduce new initiatives to keep our people safe



We operate in a high-risk industry with accident rates that are comparable to the construction and agricultural sectors. The health and safety of our people is our top priority.

Although our accident rate is low, for the waste management industry, we cannot be complacent and we strive to improve our performance by investing in training and ensuring our people have the support and equipment they need. We comply with both regulatory and tough internal standards and constantly reinforce the need for safety awareness with our employees.

Our Group Health & Safety Committee was set up to develop our safety culture. It meets six times a year to discuss health and safety best

practice and to put processes and initiatives in place to ensure the safety of all our people.

Since inception, the Committee has introduced a range of innovations and guidelines relating to common standards on non-permanent worker induction, the use of mobile telephones and personal entertainment devices, traffic and pedestrian segregation and performance reporting. We also operate a communications cascade for all of our safety professionals.

Our Group Health & Safety Award is now an important event in the Shanks calendar and our focus on health and safety is helping us to highlight best practice and spread it across the Group.

All core safety improvements and initiatives have been captured in a Group Health & Safety Action Plan. This plan is developed and actioned by the Group Health & Safety Committee, which tracks the outcomes. Our focus in 2013/14 was on traffic management. This will continue in 2014/15, plus initiatives on fire prevention and improving our safety culture through employee engagement.

How we performed

We were delighted that the accident rate across our facilities fell by 19% in 2013/14, enabling us to achieve our five-year target a year ahead of schedule. The improvements were led by our Belgium operations but were spread across the Group.

This is evidence that the safety culture being nurtured by our Group Health & Safety Committee is taking root. Our Group Safety Award attracted 34 entries and was won by a communications campaign created by our solid waste operations in Flanders, which shares knowledge of lock-off procedures.

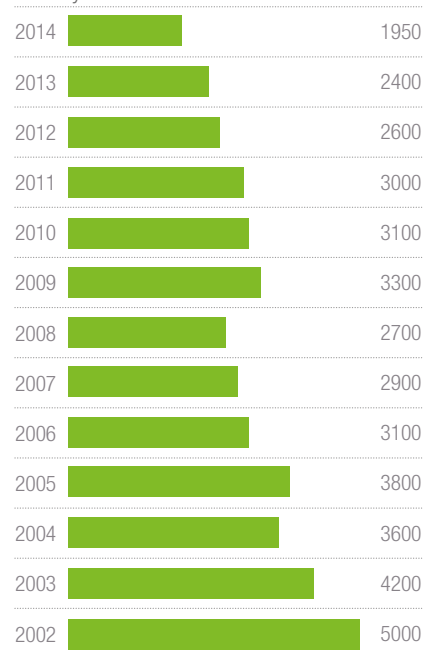
Everyone at Shanks has played a part in the improvement and our directors and senior managers have made more than 150 visits to sites to provide leadership on safety issues. Our traffic safety initiative alone has led to more than 1,000 detail improvements and reduced traffic-related accidents over the year by more than a quarter.

In the coming months, we will be introducing the second phase of this traffic safety initiative, with the aim of cutting traffic accidents even further. We are also improving our near miss and hazard reporting systems so that these can be included in our performance reports.

We will also be striving to deliver improvements in our fire safety performance through a set of common fire management standards and enhanced fire risk management surveys.

Graph 1: Long-term more serious employee accident performance

>3 day accident rate



Graph 2: Lost time accident frequency, severity rate and more serious accident rates

2012-2014

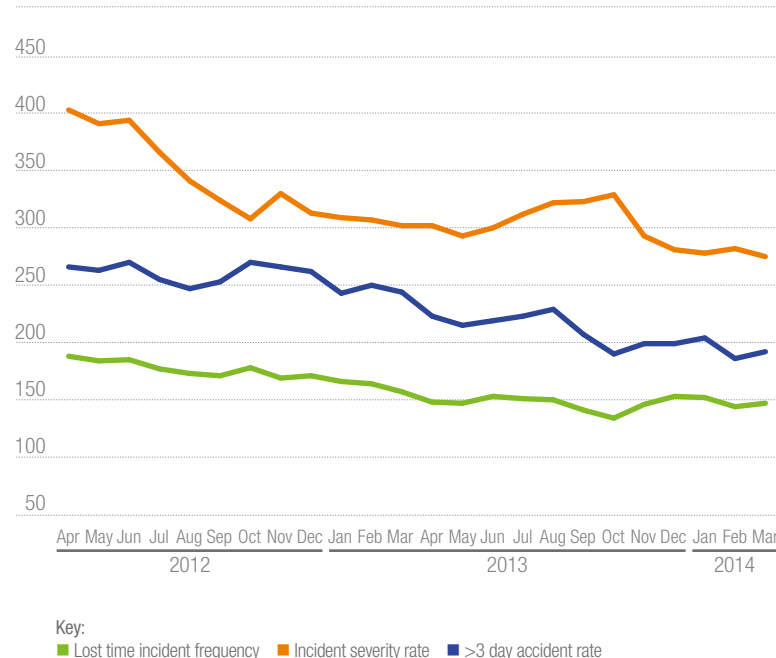


Table 1: Employee accident performance¹

	2013					2014				
	Total number of LTA	LTA rate	Number of more serious accidents	More serious accident rate	Number of fatal accidents	Total number of LTA	LTA rate	Number of more serious accidents	More serious accident rate	Number of fatal accidents
Benelux Solid Waste	85	3700	76	3300	0	58	2950	55	2700	0
Hazardous Waste	5	650	5	650	0	4	500	4	500	0
Organics	3	4300	0	0	0	4	5550	1	1400	0
UK Municipal	29	3200	17	1850	0	45	5500	12	1450	0
Group	122	3000	98	2400	0	111	3100	72	1950	0

1. See key right for accident type and rate definitions.



Key to terms used in health and safety data, tables and graphs

All graphs and tables: more serious accident rate – any injury to an employee which results in more than three days' absence from work (note – sometimes called reportable accidents, although definition is internal and not regulatory).

All graphs and tables: LTA (lost time accident) injury – any injury to an employee which results in at least one day's absence from work.

Table 1 and graph 1: more serious and LTA accident rates – total accident figures do not allow adequate comparisons to be made over time as employee numbers can, and do, change. The accident rates quoted are per 100,000 employees which provide a truer measure of performance.

Graph 2 – LTA frequency: number of lost time employee accidents per 100,000 days worked. This data is presented on a rolling 12 month basis.

Graph 2 – incident severity rate: average number of days lost per lost time employee accident. This data is presented on a rolling 12 month basis.

Graph 2 – >3 day accident rate: as above, but at a rate of 10,000 employees to allow comparison with LTA and severity rates on one graph.



Case study

SWITCHED ON TO LOCK-OFF SAFETY

Training and communication are critical to good lock-off

A communications and engagement campaign to promote the correct use of lock-off procedures won the Shanks 2014 Group Safety Award.

Accidents resulting from failures in lock-off with plant and equipment are an ongoing risk at our sites. Investigations into this type of incident often reveal that a lock-off procedure was in place, but that employees either ignored it or did not follow the procedure correctly.

To ensure all employees are fully aware of the risks and what to do, Shanks

Vlaanderen NV (Gent, Kortemark and Roeselare) and Wood Products NV (Wielsbeke and Bree) got together to share knowledge and improve their communication of lock-off procedures. The campaign by Solid Waste – Belgium included a range of communication tools, from posters and reminders to clear training processes and checks.

Geoff Smallwood, Group Health and Safety and Risk Manager, says: “This winning entry shows the importance of employee communication, engagement and training in ensuring lock-off is effective.”

// This winning entry shows the importance of employee engagement and training //

Case study

IMPROVING SITE TRAFFIC SAFETY



▲ Traffic is the most common cause of fatal accidents on waste management sites

We made more than 1,000 individual improvements to traffic safety across Shanks sites in 2013 as a result of our traffic safety initiative.

The initiative required every Shanks site to conduct an in-depth assessment of traffic safety and to identify opportunities for improvement. Our divisional safety leads tracked the quality and implementation of identified actions to ensure their effectiveness.

It is estimated that more than 20% of all fatal accidents at waste

management sites are caused by traffic – more than double any other specific cause such as machinery accidents or falls.

Geoff Smallwood, Group Health and Safety and Risk Manager, says: “Our initiative quantifiably improved our site traffic safety, but there is still more that we can do. Traffic safety is an area of ceaseless improvement for us and one we will never be satisfied with until we have zero accidents.”

We launched a second wave of traffic safety assessments in March 2014.

// Our initiative quantifiably improved our site traffic safety, but there is still more that we can do //

3. Our people



Our values, culture and people

Our people are passionate about what they do and the way they do things, and that's what makes them our key asset



▲ Baled recycled product awaiting off-take

Our people are the cornerstone of our business. Having the right people in place – and ensuring they are supported, developed and motivated – is crucial to our success. It is through them that we deliver value to our customers, engage with our local communities, and generate returns for our shareholders.

Today, we have more than 3,500 employees working across the Group. We aim to provide all of them with what they need to perform to their maximum potential in a safe and inspiring place to work. We strive to communicate and engage effectively with them through multiple channels. We also dedicate significant effort to supporting our people as we change the shape of our business to meet customer and market needs.

The Board and Group Executive Committee are determined to achieve Shanks' goals at pace and to outperform in our markets. To do this, we have identified four levers where we will focus organisational and leadership effort:

- Refresh and embed our values as we drive the business forward
- Realign our organisation to meet changing market and customer demands
- Engage and support our people to thrive through change
- Improve the development and recruitment of talent

Realigning our organisation

In the last 12 months we have implemented significant organisational changes to align our business with changing market and customer demands, as well as make us more effective and efficient. These changes have included:

- Creating Shared Service Centres (SSCs) in Belgium and the Netherlands to improve and centralise our common support functions
- Exiting the UK solid waste market and reshaping the UK business as the UK Municipal Division, including the appointment of Managing Director, Peter Eglinton
- Encouraging cross-divisional mentoring and collaboration to improve knowledge-sharing and delivering together
- Fostering cross-divisional excellence in finance, health and safety, environmental, communications, HR and other support functions

Engaging and supporting our people

We recently launched our first Group-wide employee survey, called Pulse. This survey allows us to gain an accurate picture of our employees' perspectives on many aspects of our business. It also identifies specific areas where we can work together to improve performance and engagement at all levels of the organisation.

Over the year, we have developed improved communication channels to ensure our people are knowledgeable about our business and industry, and also feel informed and supported in what they do. These channels include:

- Our Group-wide internal magazine Shanks Matters
- The SpeakUp whistle-blowing service, which allows our employees to report any wrong-doing in the workplace in a completely confidential manner
- The launch of our Group-wide collaboration tool called ConnectUs, which will dramatically improve communication, skills and knowledge sharing, and overall productivity

In addition, we continue to do all we can to ensure our people are able to work in a safe environment. The Group Health & Safety Committee was set up in 2012 to challenge

our existing performance and develop our safety culture. The Committee meets six times a year to discuss health and safety best practice and to put procedures in place to ensure that all of our people are correctly trained and able to work in a safe environment. The launch of our Group Health & Safety Award in February 2013 continued its success in 2014.

Attracting, retaining and developing top talent

We want to attract, grow and retain strong people who have excellent skills and live our values. Over the year, we have hired high-quality talent and have also developed high-potential managers into broader new roles. We have also invested in apprenticeships and graduate trainee schemes across the business.

Our Group-wide performance and development review (PDR) system empowers our people to manage their own performance and development. The system supports our people with coaching from their line managers to review performance, set objectives and create development opportunities through on-the-job coaching and formal training plans.

Table 1: People performance

Indicator	Benelux Solid Waste		Hazardous Waste		Organics		UK Municipal ^a		Group	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Total number of permanent employees ¹	2285	2209	749	810	77	72	900	821	4011	3912
Number of operational employees	1789	1662	490	519	47	45	556	497	2882	2723
Number of administration, support, etc. employees	496	547	259	291	30	27	344	324	1129	1189
Number of male permanent employees ⁴	1939	1930	644	697	63	59	738	457	3384	3143
Number of female permanent employees ⁴	346	246	105	115	14	13	162	123	627	497
Number male statutory directors ^{2,4,5}	–	–	–	–	–	–	–	–	–	34
Number statutory female directors ^{2,4,5}	–	–	–	–	–	–	–	–	–	2
Number male senior executives/directors ^{3,4,5}	–	–	–	–	–	–	–	–	–	7
Number female senior executives/directors ^{3,4,5}	–	–	–	–	–	–	–	–	–	3
Number of full-time permanent employees	2132	2044	661	718	66	62	880	794	3739	3618
Number of part-time permanent employees	153	165	88	92	11	10	20	27	272	294
Permanent employee turnover (% replacement)	8	9	6	6	18	16	23	64^b	11	20^b
Average number of years service	10	10	10	10	3	4	6	6	9	9
Number of training days per permanent employee	1.4	1.2	8.0	9.3	2.9	3.0	3.0	3.1	3.5	3.3
Number of non-permanent employees (full time equivalents)	211	177	82	128	14	10	130	153	437	468
Number of cases of discrimination against employees	–	–	–	–	–	–	–	–	–	–
% of employees covered by joint management / worker safety consultation committees	84	84	100	100	100	100	85	100	88	91

1. Divisional employee numbers are by divisional reporting line and may vary from those contained in Shanks Annual Report and Accounts.

2. Statutory directors only as listed in company data given.

3. Other senior executives/directors such as divisional MD direct reports. Note – not including statutory directors noted in the lines above to avoid double-counting.

4. Male and female splits are as at year-end for reporting rules reasons, whereas total employee figures are averages – that is male and female splits may not total to average number of employees.

5. Director and senior executive data only given as Group totals.

6. Includes Group central services.

7. Data not collected on a consistent basis for 2013.

8. Figure affected by the sale of UK commercial waste sites in December 2013.

// We have invested in apprenticeships and graduate trainee schemes across the business //



Case study

ABOVE AND BEYOND

Going above and beyond to provide excellent customer service

Even in a workplace full of remarkable people, some just stand out. These are the people who go above and beyond their everyday work to accomplish impressive results. At Shanks, we recognise those achievements and reward the efforts of those who, on behalf of all of us, go above and beyond.

The Above and Beyond Award is a Group-wide initiative which was launched in 2013 to recognise these people. The Group Executive Committee selects an employee from each division to win the sought-after award. Whether that is helping

to resolve a problem, assisting other teams or always being willing to help and go the extra mile; any employee is eligible for the award.

To further our recognition initiatives, we also launched the Teamwork Award. Teamwork is one of our newly launched core values and is an integral part of our business. The award recognises cross-divisional working and demonstrates that teamwork enables us to be stronger together.

The winners of these awards are the workplace leaders that we look up to, no matter what their role.

// The award demonstrates that teamwork enables us to be stronger together //

4. Community relations



Being part of the community

We work closely with our local communities and strive to be transparent, flexible and a good neighbour



Although our activities have significant advantages for society in terms of carbon avoidance and resource use, the advanced technologies and processes we operate are relatively new and we must, therefore, engage, inform and educate those living closest to our facilities.

That is why, for example, an education centre will be included within our new South Kirkby treatment facility in the UK, which is currently under construction and will treat up to 230,000 tonnes of municipal solid waste a year. The centre will teach local children what we do with the things they throw away.

We believe that we have a responsibility to the communities where we operate, but excellent community relations are also critical to our business. All of our facilities have a permit to operate that requires us to consult with the public and remain open to scrutiny. If we did not engage with local people, it could ultimately have a detrimental effect on our ability to do business and to generate wider sustainable benefits through our activities.

Therefore, our community neighbours across all of our sites are key stakeholders. Their voice has weight and we consider the nature of their comments and those of regulators as critical

performance measures. We seek to address any concerns through an open discussion and to explain the sustainability benefit of our operations.

We firmly believe that our activities are both safe and support a general desire within society to handle waste sustainably. We recognise, however, that some neighbours may have concerns. By talking to them and understanding their point of view, we can address issues and modify our processes where necessary.

// Our community neighbours across all of our sites are key stakeholders //

How we performed

We continue to monitor comments from residents around our facilities to ensure that we can take action to deal with any nuisance that may cause them concern. The comments and complaints that we receive are reported widely within Shanks, including to our Group Executive Committee and Group Board.

33%

reduction in complaints received from our neighbours



// The comments and complaints that we receive are reported widely within Shanks //

◀ Making blocks from recycled materials – so saving on resource use

Table 1: environmental complaints

Environmental complaints received by Shanks sites	Solid Waste Benelux		Hazardous Waste		Organics		UK Municipal		Group	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Number of environmental complaints received ¹	112	41	174	125	153	64	59	106	498	336
Average number of complaints per site (out of total number of sites)	2.6	0.9	13	10	26	10.7	1.5	5.3	4.8	4.0

1. Includes all complaints (both those substantiated and those not substantiated).

Table 2: environmental compliance

Compliance performance	Solid Waste Benelux		Hazardous Waste		Organics		UK Municipal		Group	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Number of environmental convictions and fines ¹	1	3 ²	0	0	0	0	0	1 ³	1	4

1. Data is for convictions (where the Group goes to court) and significant administrative fines (such as those that can be received in Belgium and the Netherlands).
2. Synopsis of fines: €24,000 relating to dust nuisance at a Shanks Wood Products site, €2,400 relating to paperwork issues regarding a consignment of compost and €2,000 also relating to paperwork regarding a waste consignment.
3. Administrative fine of €1,200 relating to incorrect paperwork associated with a consignment of waste.



We remain keen to engage with the public and have a dedicated community corporate responsibility email address:

CRinfo@shanks.co.uk



Case study

MAKING MUSIC FROM RECYCLED WASTE

^ Making more from waste musically

In early 2013, Shanks was contacted by an organisation called PYMWYMIC (Put Your Money Where Your Mouth Is Community) about supporting an orchestra with a difference.

The Landfill Harmonic Orchestra is a talented group of young people from Paraguay who play musical instruments made from waste. Growing up in a village built on a landfill site, the locals decided to make instruments from the rubbish surrounding them; in essence, making more from waste!

Incredible craftsmanship and innovation has gone into the creation of these instruments. Violins and cellos have been made from oil drums, flutes have been made from water pipes, and guitars have been crafted from packing crates.

The funding from Shanks enabled several members of the orchestra to travel to Amsterdam to showcase their talent at a concert. The promotion of the orchestra at the concert has since led to the orchestra returning to Amsterdam on invitation of the Prince Claus Fund. The orchestra performed in front of Prinses Beatrix, the former Queen of the Netherlands. The orchestra has been awarded a Prince Claus Award for their efforts in discovering innovative ways of collaboration using local resources.



You can watch a short film showcasing the work of the Landfill Harmonic Orchestra here:

<http://vimeo.com/52129103>

Case study

AN ELECTRONIC NOSE FOR ODOURS

The number of environmental complaints our sites receive from their neighbours has reduced over time. Of those remaining, more than 80% relate to odours. The accurate assessment of these odours is critical to our good community relations.

Until recently, odour assessment was carried

out manually – a trained person sniffing to identify odours and their severity. At our ATM plant, we are replacing this subjective method with electronic technology in the form of e-noses.

Twenty-eight e-noses have been installed on and around the industrial area where ATM is located. Besides being able to identify an odour and

assess its severity, the e-noses can also track where it came from. An odour may have come from the direction of ATM, but if it was present upwind of the site then its original source was elsewhere.

E-noses have already identified odours from ship degassing in the area near to ATM as a local issue.

Good odour data allows us to improve our already high level of control

5. Sustainable management systems



Managing our corporate responsibility performance

**Effective systems enable
us to operate more
efficiently and safely**

**// Robust management
systems are crucial to
our business //**



Waste is sorted on site in preparation for recycling and recovery

A framework of management systems at each of our facilities encourages continuous improvement and helps us to maximise resource recovery rates and maintain high standards of health and safety. They also ensure that our employees are treated ethically and that we address any concerns raised by local communities.

Robust management systems are also crucial to our business because our customers sometimes insist that these systems receive international accreditation. Most of our sites have achieved these accreditations in areas such as environmental management, health and safety, and quality.

We are also included in high-profile benchmarking and independently assessed schemes, such as the FTSE4Good index and the Carbon Disclosure Project. We engage proactively with such bodies to ensure the specific issues facing waste management companies are taken into account within their ratings.

Outside such assessments we participate actively with clients and regulators. For example, our Reym operation was nominated for a Golden Best Practice award in Shell's CASOS safety scheme, and Shanks UK's approach to safety leadership features in a best practice case study on the British Health and Safety Executive's website.



How we performed

We measure our performance in this area on the number of management systems accreditations that our operations hold. During the year, sites across the Group held a total of 238 accreditations. We have given more detail about this in the adjacent table.

238
total accreditations on sites across the Group

Table 1: formal management systems performance

Number of sites accredited to formal management systems standards Indicator	Solid Waste Benelux		Hazardous Waste		Organics		UK Municipal ¹		Group	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
ISO 14001/EMAS	31	29	16	17	–	–	39	20	86	66
ISO 9001	34	34	14	15	5	4	39	20	92	73
OSHAS 18001	6	6	15	16	–	–	39	20	60	42
SCC/VCA	21	19	14	15	–	–	–	–	35	34
Other	13	11	10	12	3	3	–	–	26	26

1. UK Municipal data affected by sale of commercial waste sites in late 2013

Key to terms used in management systems table

- ISO 14001/EMAS: international environmental management standards.
- ISO 9001: international quality standard.
- OSHAS 18001: international health and safety standard.
- SCC/VCA: national health and safety standards.
- Other: national and international accreditations relating to activities such as tank cleaning and composting standards.



External accreditations assure us of the quality of our management systems

Case study

MANAGING AN EMERGENCY AND GETTING BACK TO BUSINESS AS NORMAL

No matter what precautions we take, sometimes things don't go to plan. In these situations, how we react to an emergency is critical. In August 2013, a fire broke out at our Vliko site in the Netherlands. The likely cause of the fire was a hot object in waste received. The site suffered significant damage, with two out of four waste halls destroyed and the loss of much recycling equipment.

Prompt action by site management meant that none of the site's waste collection vehicles were damaged and customers' waste continued to be collected as usual and

diverted to other sites. Once the fire had been extinguished, Vliko's management utilised the expertise of other parts of the Shanks Group to get back to business as quickly as possible.

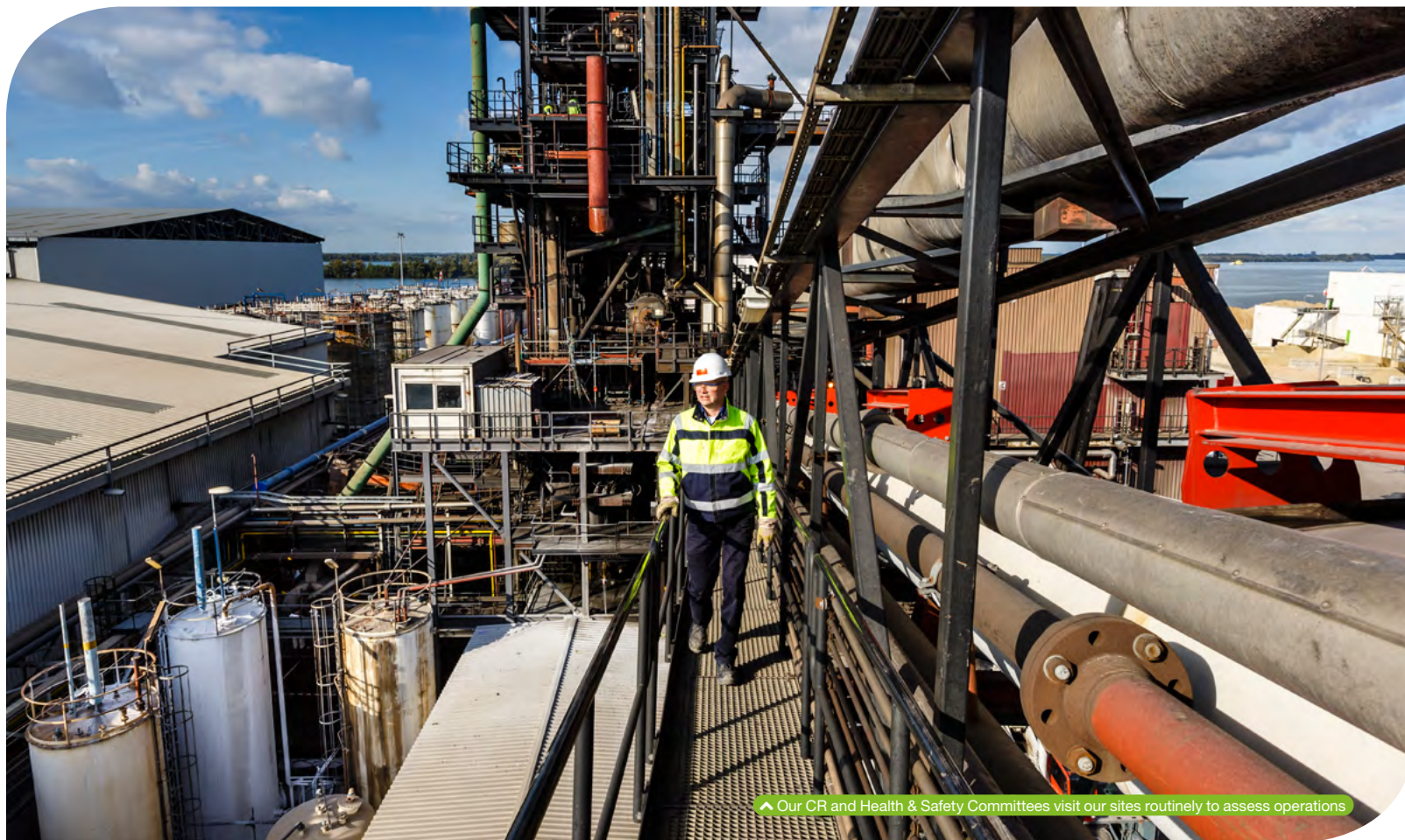
This quick and effective management meant Vliko was able to receive waste again only seven days after the fire started. Customers didn't suffer, and diverted waste was managed largely by other Shanks sites in the region.



▲ Vliko – working as usual despite suffering a fire

Corporate responsibility framework

Our senior Corporate Responsibility specialists drive improvements and provide expert advice to our Group Executive Committee



Our CR and Health & Safety Committees visit our sites routinely to assess operations

Our Corporate Responsibility (CR), Health & Safety, and Risk committees monitor our sustainability strategy and the way we do business. They are comprised of senior sector and technical specialists whose role is to drive improvements in these areas.

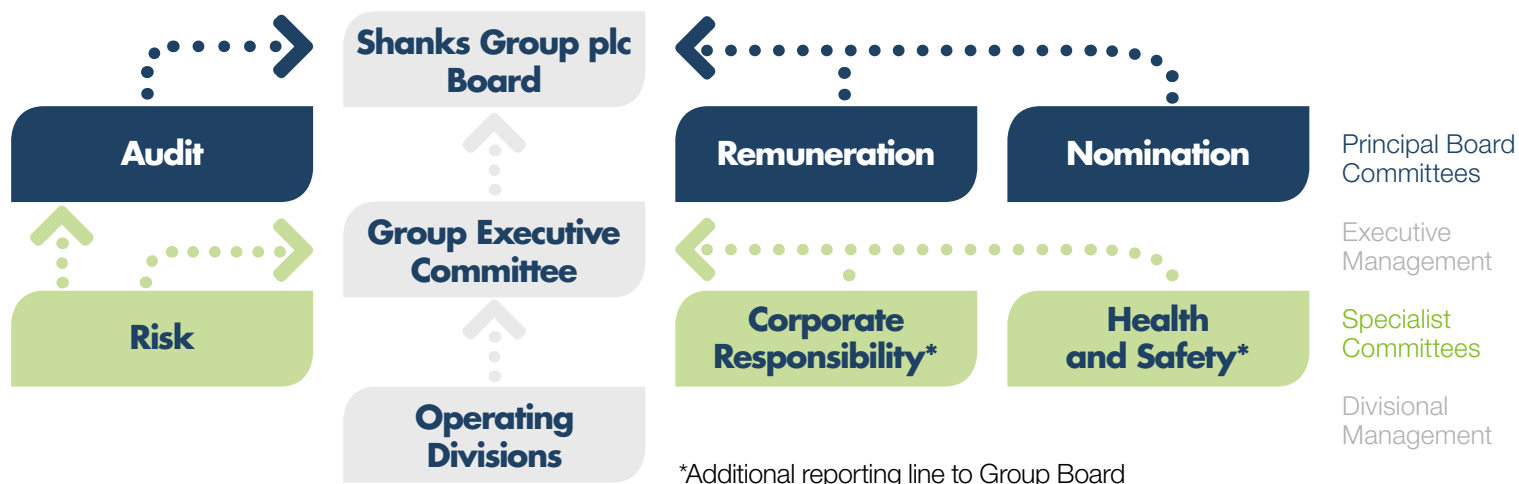
The committees report to the Group Executive Committee on CR, health and safety and risk performance monitoring, reporting, policy formulation, and communications. They also

provide independent commentary on our CR and health and safety standards as well as defining performance improvements.

Our Health & Safety Committee, for example, formulated a Group-wide traffic safety programme aimed at segregating pedestrians and vehicles, which has played an important part in reducing our site traffic accident rate by 25%.

// Segregating pedestrians and vehicles has played an important part in reducing our accident rate //

Our Corporate Governance reporting management framework



Committee site visits 2013/14

Each year our CR and Health & Safety Committees visit a series of sites, providing an opportunity for our most senior environmental and health and safety professionals to see first hand how policies are being implemented on a local level.

This process allows them to talk face-to-face with employees who have responsibility for on-site practices. Structured reports from these visits are distributed widely across the Group, including to the Group Executive Committee and Group Board.

The visits cross geographies and divisions to provide a holistic view of the situation. In addition, some committee members visit sites separately throughout the year.

The committees' 2013/14 programme included the following formal site visits:

- Vliko recycling facility, the Netherlands
- Kluivers recycling facility, the Netherlands
- Seraing recycling facility, Belgium
- Liege household collections operation, Belgium
- Westcott anaerobic digestion facility, UK

WANT TO KNOW MORE?



More about our CR performance

Our CR Report is one of many resources that we make available to describe our approach and performance around sustainability. Other detailed information is available through our Group website, and questions or issues can be raised using the details provided in the contacts section of this report or by using our CR information email address:

✉ CRinfo@shanks.co.uk

Want to see detailed data?

This report offers a summary of our performance. Our Group website provides divisional level information and more detail on all aspects of our CR performance. See our full CR data document using the link below.

📄 www.shanksplc.com/our-responsibilities/cr-reports

Want to know how we calculate CR data?

Our CR indicators document defines what we measure and how these measurements are calculated. It also describes the rules that we define and follow in our reporting. Our CR indicators document is available using the link below.

Want to know about our reporting and GRI?

The performance data and narrative in our CR Report and other published information is based on the requirements of the Global Reporting Initiative (GRI). Our response to GRI can be viewed using the link below.

Want to know more about our strategy and financial performance?

Our Annual Report provides more information on Shanks Group, including our vision, strategy, operations, people, risk, and financial performance. Annual Reports and other corporate information can be viewed using the link below.

📄 www.shanksplc.com/investor-centre

Want to learn more about our operations?

As well as Group documents, some of our operating divisions produce their own reports. These documents can be viewed at the divisional web addresses shown in the contacts section of this report.



Do you have a comment or question on our CR Report or associated activities?

Please contact us at CRinfo@shanks.co.uk. If you do not have access to email please refer to the details at the end of this report.

CONTACTS

Further information about our operations, CR Reports and other publications can be obtained from our website: www.shanksplc.com

For information about our divisional operations please refer to the contacts opposite

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Tel: 00 31 (0)73 687 26 00
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email: info@orgaworld.nl