



Renewi plc

Corporate Social Responsibility Report 2017



**Giving new life
to used materials**



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Front cover: We make products from waste such as materials to produce vacuum cleaners made from 36% recycled plastic. See case study on page 7 for more detail.



**We will
deliver a CSR
performance
that is greater
than the sum
of our parts**

CEO'S STATEMENT

We have made a promising start with a strong CSR performance and we have ambitious plans in the pipeline for the coming year

Welcome to the first Corporate Social Responsibility Report (CSR) from Renewi plc. Renewi was born at the start of 2017 from the merger of two leading recycling companies – Shanks and Van Gansewinkel (VGG). We believe that, together, we can serve our customers, communities and people in an even better way.

We are fully aligned in our ambition to operate sustainably. The former Shanks and VGG businesses had aligned visions regarding “waste no more” and this has sustainability at its heart. We also reported on comparable sustainability indicators and set similar types of sustainability targets. This has made it possible for us to produce a fully merged Renewi CSR report swiftly.

Our CSR activities focus on three key areas: the environment, our people, and our local communities. We decided to focus on these areas after using a structured approach to identifying what is material to us and our stakeholders. Our CSR activities across Renewi are underpinned by our purpose: giving new life to used materials.

A proud performance

I am pleased with the progress we achieved last year. Of the 15 million tonnes of waste

our sites handled, 90% was recycled or recovered for use in new products or energy production. By doing so, we prevented more than three million tonnes of carbon being released into the atmosphere and we produced more than 172 billion watt hours of green electricity – enough to supply 40,000 homes.

We performed well against our safety objectives too. Our people's safety is our top priority and we must do all we can to ensure they go home safely every day. Our lost time injury frequency improved by 5% over the year. The rate we closed out our “near miss” reports with effective plans also improved by 26%. These positive numbers are thanks to Shanks and VGG bringing strong safety cultures to Renewi.

Building and sharing our expertise in sustainability is a key part of creating good relations with society. We do this by investing in innovation. In 2016/17, we focused on building our expertise in gasification technologies – a way of converting waste into synthetic gas, which can then be used to generate electricity. Two gasification-related projects, in the UK and the Netherlands,

are progressing well. Next year, we intend to increase our investment in innovation. Our target is to participate in 20 innovation projects over a five-year period. The projects will be selected according to their alignment with our vision, their sustainability impact, and their potential financial returns.

Future plans

We also plan to stretch our CSR activities. We have challenged ourselves to work towards a 95% recycling and recovery rate, a 10% increase in carbon prevention, and a 60% increase in green electricity production by 2020. We also aim to reduce both our accident and lost time injury frequency rates by 25%.

We have made good CSR progress as two separate companies. Over the coming year, I am confident that we will take the best from both former companies to deliver a CSR performance that is greater than the sum of our parts.

Peter Dilnot
Chief Executive Officer

ABOUT THIS REPORT

Corporate Social Responsibility (CSR) is central to what we do. It is part of the way we do business. This report gives an overview of our key themes

1 WHAT THIS REPORT COVERS

This report is designed to give you an overview of Renewi's CSR activities. It covers the three key themes around which we focus these activities: sustainability and the environment; our people and their health, safety and wellbeing; and our relationship with society and our local host communities. Alongside reporting on last year's performance in these areas, we have provided commentary on our planned CSR activities over the coming year. See the three main sections of this report for an overview of our performance in these key areas.

2 HOW WE DECIDE ON OUR AREAS OF FOCUS

As part of our structured approach to CSR, we use a materiality matrix to assess the CSR issues that are important to us as a Group and to our external and internal stakeholders. The issues have been selected based on guidance from the Global Reporting Initiative (GRI). We gauge stakeholder views on these issues through regular communication. See [page 14](#) for more detail on how we select our key performance indicators and priority areas.

3 HOW WE PERFORMED AND OBJECTIVE SETTING

We report on key performance indicators across our priority areas of the environment, our people and society. They are how we define success in the area of CSR. To ensure we meet our ambitions, we also set ourselves challenging objectives in each of our priority areas. See [page 15](#) for detail on how we set these objectives.

4 A PERIOD OF TRANSITION

Renewi was formed in February 2017 by the merger of Van Gansewinkel (VGG) and Shanks. Both merger partners are committed to sustainability and CSR, and it is no surprise that both also take a similar approach to CSR reporting. This is why we have been able to produce a combined CSR report so soon after our merger. However, there are areas where differences in definitions and reporting exist which will take time to integrate – we would rather take the time to do this well than to rush it. This is a transitional report focusing on key areas. Over the coming year we will refine our CSR reporting and objectives setting in time for our 2018 CSR report. For more detail of our merger see our annual report at www.renewi.com

5 GROUP-LEVEL DATA

As a transitional report, for 2017 we have reported on Group-level data only. For our 2018 CSR report we will expand on this and also include divisional performance and more detail. Our ability to produce a fully merged report for 2017 is a measure of both merger partners' focus on CSR.

6 SCOPE AND DEFINITIONS

The performance data and narrative in our CSR Report is based on the requirements of the Global Reporting Initiative (GRI). Our approach to GRI can be viewed in our GRI navigator document at: www.renewi.com

As Renewi moves through its integration phase, we will refine our CSR reporting

OUR PERFORMANCE



15m

Our sites handle nearly 15 million tonnes of waste a year



90%

Of the 15 million tonnes of waste we handle a year, 90% is either recycled or used for energy recovery¹



69%

We give a 'second life' through recycling² to 69% of the waste we handle



3m

Our recycling and recovery activities result in more than 3 million tonnes of carbon avoidance a year



172bn

We produce more than 172 billion watt hours of green electricity a year – enough to supply 40,000 homes



5%

Our lost time injury frequency improved by 5% over the year



20%

We identified 20% more accident near misses, giving us nearly 14,000 opportunities to avoid real accidents



26%

We closed out 26% more accident near-misses this year, representing 11,000 actions aimed at preventing accidents

1. Recovery is waste used for energy production, such as production of waste-derived fuels, bio-mass, etc; includes water recovery and moisture loss during treatment for some technologies employed
2. Recycling is materials given a 'second life' for reprocessing into new goods/materials

RENEWI – A NEW COMPANY

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



WHAT WE DO AND WHY WE DO IT

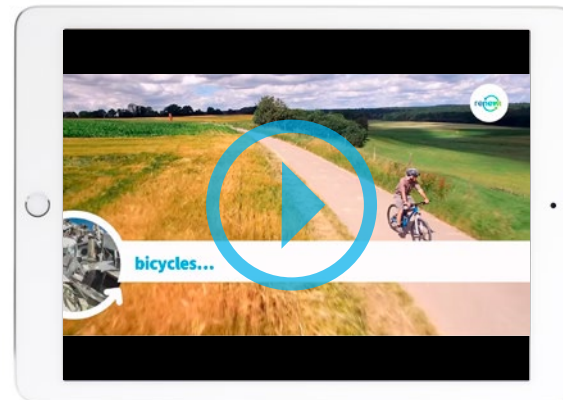
WE PROTECT THE WORLD BY BRINGING NEW LIFE TO USED MATERIALS

At Renewi, we recognise that the world's natural resources are limited and we need to preserve them.

That is why we are dedicated to giving new life to used materials and recovering energy. Whether we are turning construction waste into aggregates or transforming household waste into fuel, we tackle the full range of waste recycling and recovery.

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

As recycler we play a tangible and important role in the circular economy. After products have been used for as long as possible, recycling will close the loop and bring valuable raw materials back into the product value cycle. We seek to keep resources in use for as long as possible through re-use. As part of our commitment to the circular economy, we established the Circular Coalition in 2016 (see case study, opposite).



Watch our introduction video at:
www.renewi.com/en/welcome

CASE STUDY: CIRCULAR COALITION Building a circular economy together



Minister Sharon Dijksma on the subject of the circular economy.

At the roundtable conference, coalition partners agreed to cooperate on achieving a transition towards a circular economy. They signed up to a number of practical actions, including striving to minimise waste streams and recycle 100% of all waste produced, endeavouring to use as much recycled raw material as possible when economically and ecologically beneficial, and seeking to test new circular business models.

A highlight of 2016 was the birth of the Circular Coalition – a partnership of Renewi customers who support the transition to a circular economy.

The organisations involved include DSM, Dutch Railways (NS), Miele, DAF, Akzo Nobel, the Province of North Brabant, Philips and Heijmans.

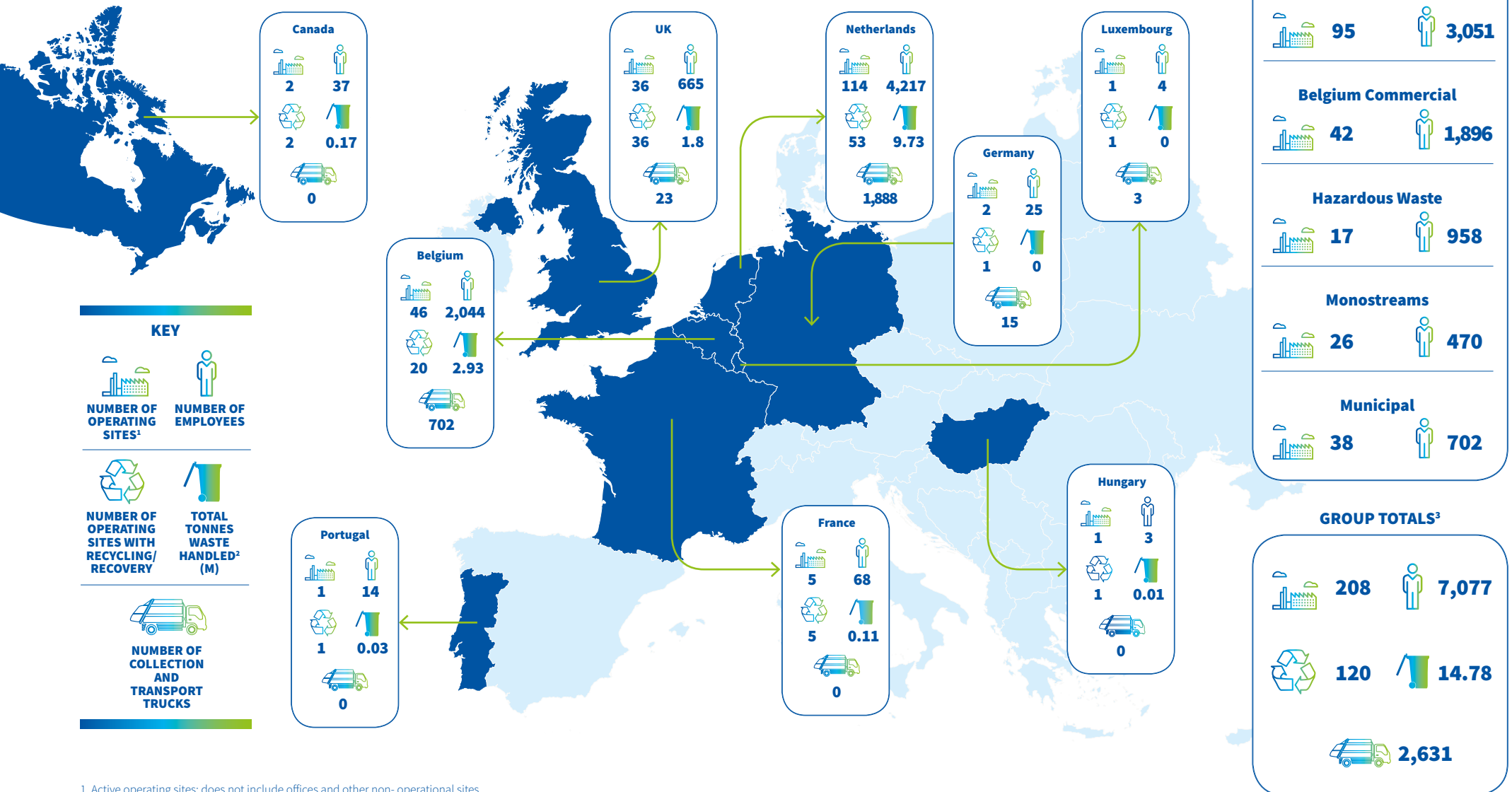
The new Philips vacuum cleaner, made from 36% recycled materials and launched in 2016, is proof of what good cooperation can result in. Philips spent three years working with recycling company Coolrec, a Renewi subsidiary, to get the recycled plastics compliant with Philips' high quality standards.

As well as working on innovating products, the Coalition has made an impact through dialogue and debate. It held a roundtable conference in October 2016 and has put itself forward as a sounding board for Dutch Environment

Partners agreed to share knowledge and experience in a bid to accelerate the transition towards a circular economy. This will partly be done through a series of masterclasses – focusing on topics that include circular procurement, business modelling and product design – that are already scheduled for this financial year.

The coalition's focus for 2017 will be to apply theory learnt in the masterclasses to practice. Partners also plan to take on a 'waste reduction challenge', in which they will aim to reduce their residual waste by 100% in 100 days.

WHO WE ARE: KEY FACTS AND FIGURES



1. Active operating sites; does not include offices and other non-operational sites

2. Waste handled is for waste accepted by site only, and does not include waste simply collected or transported

3. Total number of operations exceeds total number of sites. This is because some sites have multiple operations on them which report to different operating divisions

OUR UNIQUE APPROACH: WASTE-TO-PRODUCT

WE EXCLUSIVELY FOCUS ON EXTRACTING VALUE FROM WASTE

Our vision is to be the leading waste-to-product company – contributing to a sustainable society for all our key stakeholders: customers, employees, our local communities and our shareholders.

What do we mean by waste-to-product? At Renewi, we exclusively focus on extracting value from waste rather than on its disposal through mass burn incineration or landfill.

Of the 15 million tonnes of waste we handle a year, 90% is either recycled or used for energy recovery. We intend to build on that.

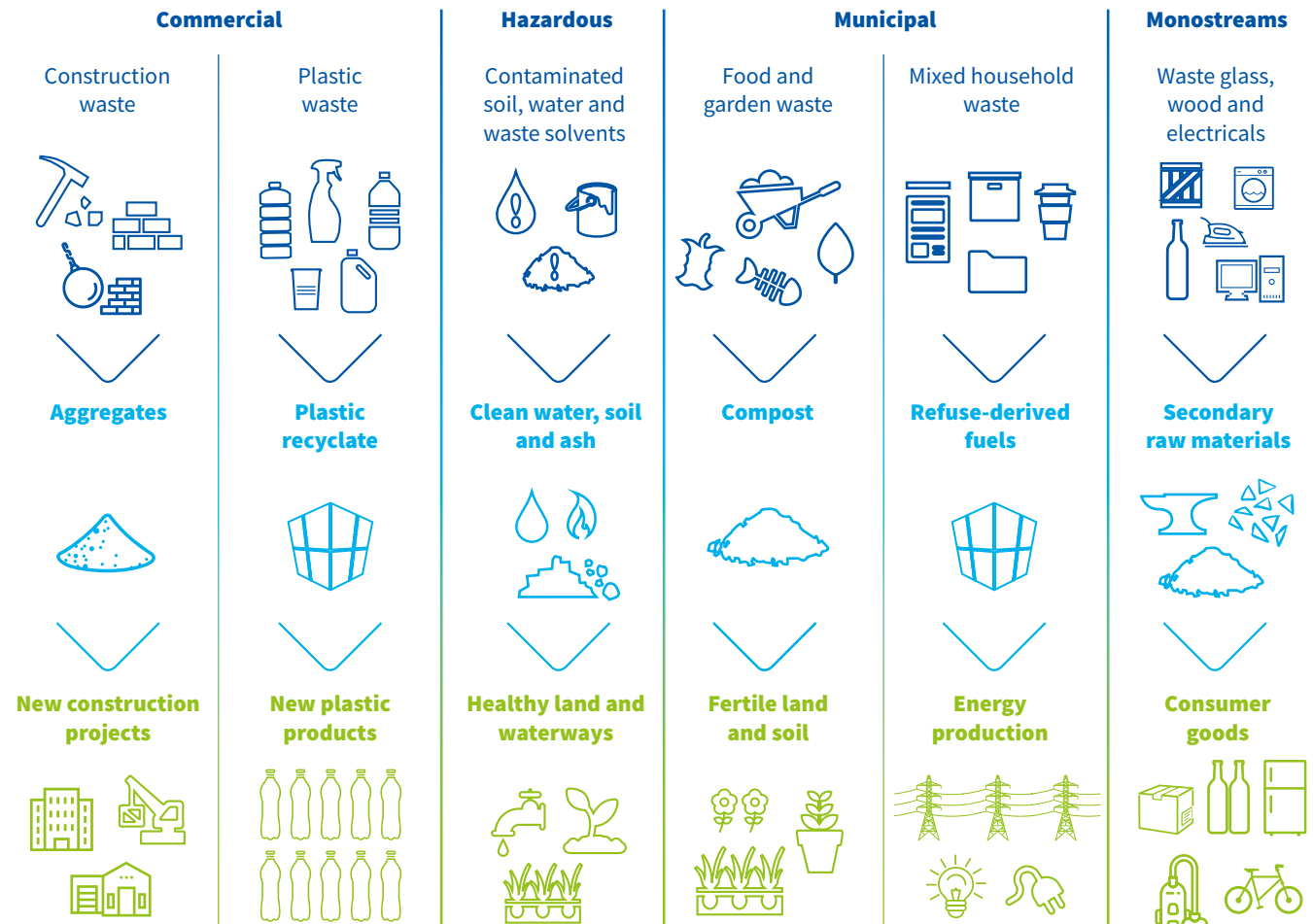
We believe our unique waste-to-product approach addresses social and regulatory trends. It also offers the most capital-efficient solution to the effective recycling and management of waste.

Our values

Our new values will come to life and grow as we work together. In the coming months, our newly formed leadership team will craft our values together with input from the broader Renewi workforce. Once they have been determined, we will communicate them clearly and ensure they continue to guide us in the way we manage our business and engage with each other and our customers.

Some examples of waste-to-product in action

■ INPUT
■ PRODUCT
■ OUTCOME



HOW WE WILL DRIVE GROWTH

WASTE NO MORE

Following the merger of Shanks and Van Gansewinkel (VGG), we are much stronger together. We have the scale, capability and resources to drive growth. We will do this partly by investing in new equipment and innovation for the future. By pursuing a clear strategy of investment, expansion and active management across our divisions, we aim to be the leading waste-to-product company.

Our approach to growth is underpinned by three things, all delivered by committed and passionate people:



Local service

We operate more than 200 sites across nine countries. Our ability to serve customers locally is a key differentiator and is at the heart of our offering



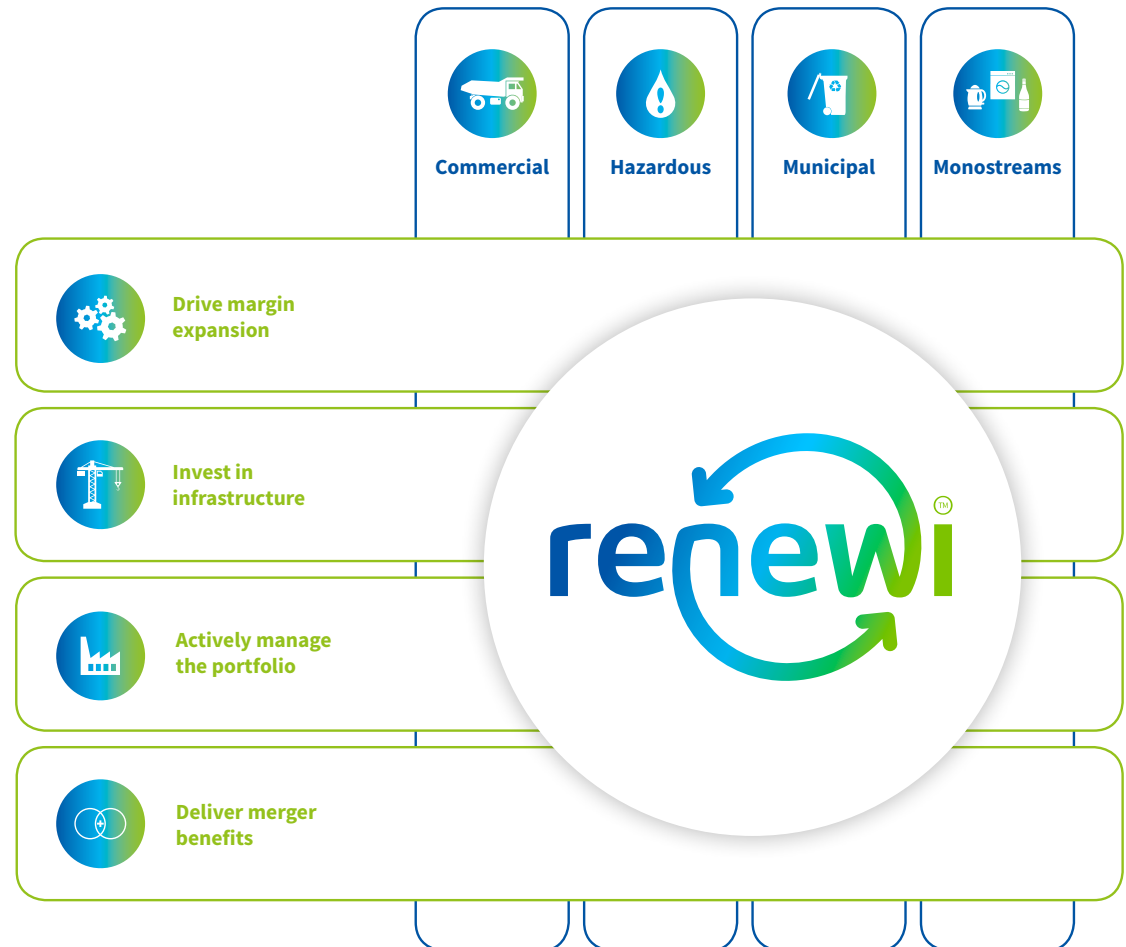
Broad product range

Our unrivalled range of innovative waste management products and services is best-in-class and makes us hugely appealing to our customer base



International expertise

Our deep knowledge and experience from across our international business makes our offering even stronger



DELIVERING GROWTH THROUGH INNOVATION

CASE STUDY: DERBY AND ENERKEM Investing in innovative technologies

For too long, the world has made, used and disposed of its products without gaining value from them. The circular economy seeks to keep resources in use for as long as possible through re-use, or to recover value through processes such as green electricity production.

At Renewi, we currently recycle and recover 90% of the waste we collect, but we want to do even better. Our desire to improve our performance in this area is critical to our commitment to the circular economy.

So how will we do this? As well as improving the efficiency of our current recycling and recovery technologies, we invest in new, innovative technologies to boost our already high recycling and recovery rates.

Gasification in action

Our new facility in Derby, in the UK, is just one example of this new investment. Currently under construction, the facility will use gasification technology to convert residual waste into synthetic gas, which can then be used to generate electricity.

This is waste that cannot be recycled. Gasification technology will enable us to turn the waste, which would otherwise go into landfill, into gas that can be used as energy. In the future, we may even be able to convert

it into base chemicals. We will be breaking waste back down to molecules to produce a pure product that goes back into the production cycle.

When fully operational, the facility will produce enough green electricity to power itself and a further 14,000 homes. The facility will also produce recycled metals and plastics.

In Rotterdam, we are involved in a development project where we hope to access Enerkem's new gasification technology currently under development in Canada. Enerkem's process focuses on making synthetic gas to produce methanol. Both are used as a base chemical for the chemical industry.

Exciting development

This is an exciting development as methanol is one of the most used raw materials in the chemical industry and is normally created from fossil fuels. The chemical company Akzo Nobel, one of the partners in the project, is currently exploring whether a similar facility could be built in Rotterdam, working with Enerkem and its Dutch partners, including Renewi, which will be the sole provider of the residual waste for the planned site.



At Enerkem's Edmonton site, residual waste is converted to methanol over a molecular recycling process that is based on gasification technologies. Being ISCC-certified is an indication that the technology meets the European sustainability criteria and can be used in Europe.

Using gasification is a first for Renewi and a symbol of our commitment to investing in new sustainable technologies.

A hand holding a glowing lightbulb against a background of green foliage. The lightbulb is illuminated from within, casting a warm glow. The background is a soft-focus green, suggesting a natural setting. The overall image has a green tint.

OUR APPROACH TO CSR

Our CSR activities are based on a structured and rigorous approach to identify issues that are material to us and our stakeholders

OUR AREAS OF FOCUS

Our CSR activity revolves around three key themes:



ENVIRONMENT

PROTECTING AND PRESERVING THE ENVIRONMENT

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



PEOPLE

KEEPING OUR PEOPLE SAFE AND WELL

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



SOCIETY

MAKING SOCIETY BETTER AND BEING A GOOD NEIGHBOUR

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



DECIDING ON OUR KEY THEMES

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

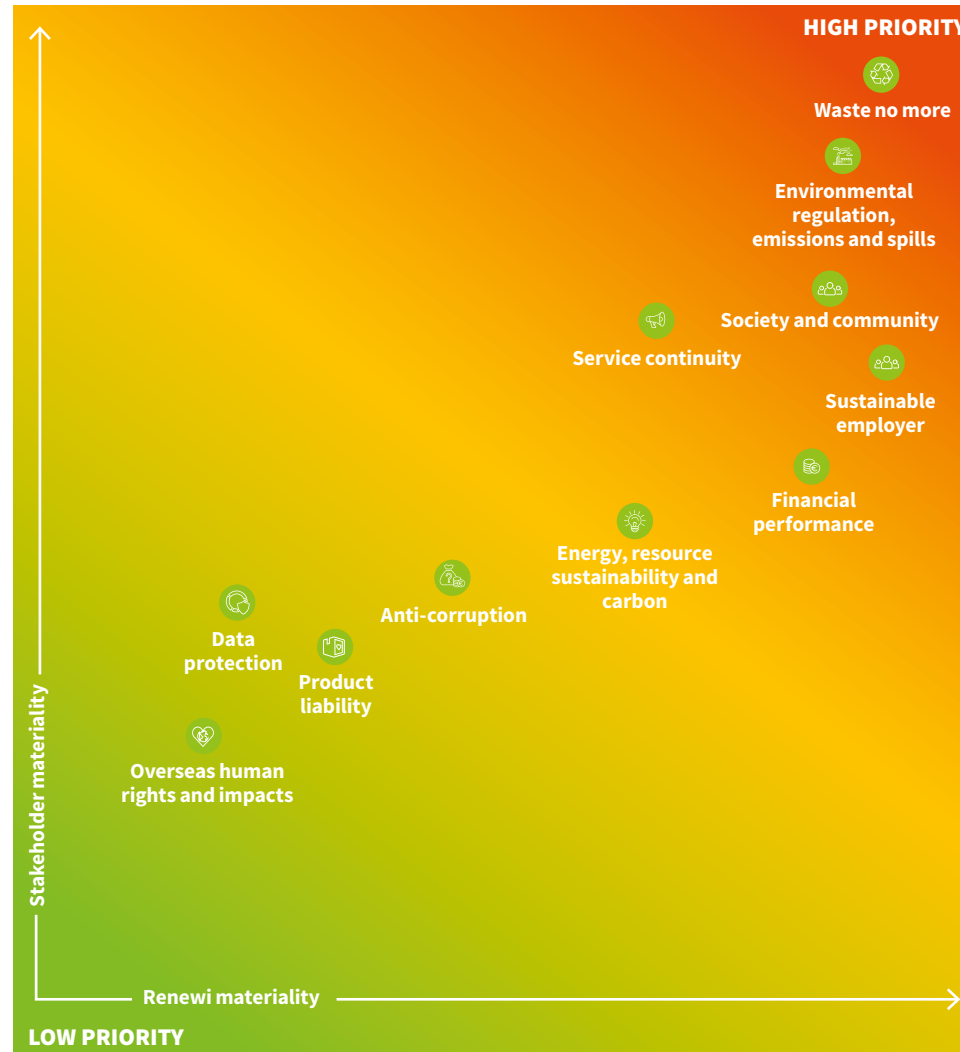
The materiality matrix (right) plots the issues that are important to us as a Group, and to our internal and external stakeholders. The broad range of stakeholder views we have considered include those from our shareholders, customers, employees and Board as well as from regulators, local politicians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

Stakeholder communication

The issues have been selected based on guidance from the Global Reporting Initiative. We gauge stakeholder views on these issues through regular communication, which takes place in the most appropriate way for each group. This includes a mix of face-to-face contact, through formal and informal meetings, customer events, community open days, surveys and newsletters, among other communications tools.

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

OUR MATERIALITY MATRIX



KEY ISSUES

Waste no more:

Recycling and recovery, carbon benefit, virgin raw materials conservation and public policy on waste management

Environmental regulation, emissions and spills:

Emissions to air, land and water including spills, potential pollution from activities, impact of environmental regulations and compliance

Society and community:

Positive contribution to society from recycling and recovery activities and knowledge sharing and education, and potential negative impacts on local communities close to operations

Service continuity:

Continuity of service to clients and customers for their waste (waste does not stop being produced)

Sustainable employer:

Employee rights, health and safety, working conditions and wellbeing, employee relations

and engagement, (non-discriminating) diversity and equality, and training and education

Financial performance: Financial sustainability of the company

Energy, resource sustainability and carbon:

Energy consumption, carbon emissions and prevention, and raw material use

Anti-corruption:

Prevention of fraud, bribery and similar, financial governance, good control environment, integrity management and fair practices in business

Data protection:

Privacy of clients, customers and employees

Product liability:

Health and other potential impacts from products

Overseas human rights and impacts:

Complicity in poor human rights and economic impacts on third party countries from activities or via business partners

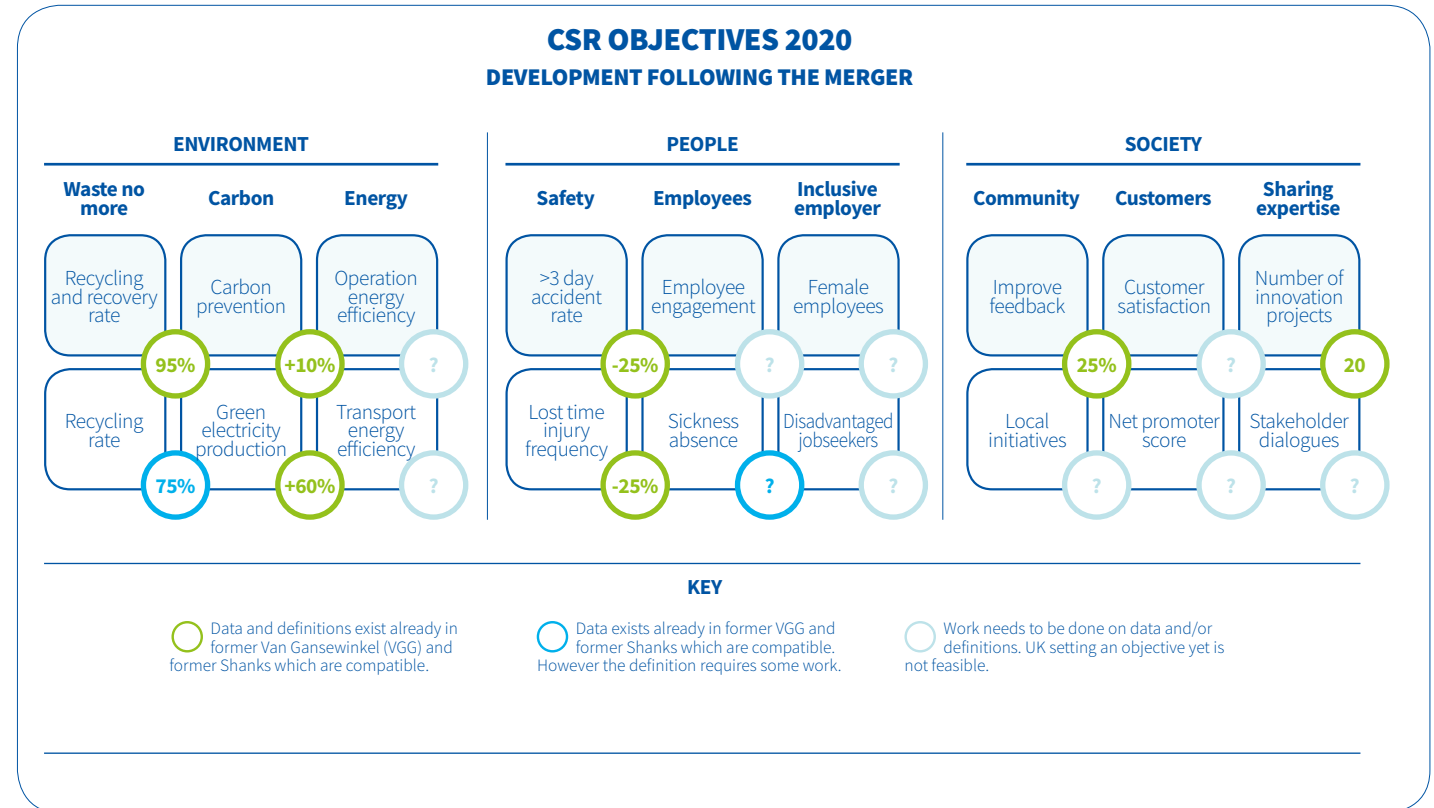
SETTING OUR CSR OBJECTIVES

Materiality assessment helps us decide which performance indicators we will report on. To promote improvement, for the most important of these indicators objectives must also be set. Shanks and Van Gansewinkel (VGG) both set CSR objectives, to be achieved by 2020. The data and definitions that exist for many of these objectives are compatible and, in these instances, we have already set new objectives on our five-year improvement cycle to 2020, and are committed to pursuing those objectives. These include increasing our recycling and recovery of the waste we handle by 5% to 95%, reducing our accident rate by 25% and increasing the number of innovation projects we participate in by 2020.

Other objectives are equally important and need to be set. However, differences in the way the former Shanks and Van Gansewinkel businesses defined and collected data on these objectives need to be reconciled before we are able to set meaningful targets. Areas affected by this process include achieving greater transport energy efficiency, helping disadvantaged jobseekers and improving dialogue with our stakeholders.

We want to ensure the objectives we set are stretching, yet realistic. For this reason, as we move through the merger integration process, we will spend time defining and collecting data on these areas and aim to have a clearer and full set of objectives to state and work towards in 2018/19.

The graphic (right) outlines our CSR objectives, including which objectives will require further development.



OUR MANAGEMENT APPROACH

To ensure we set and achieve meaningful CSR objectives, we follow a clearly defined management approach across our three key areas of focus: the environment, people and society

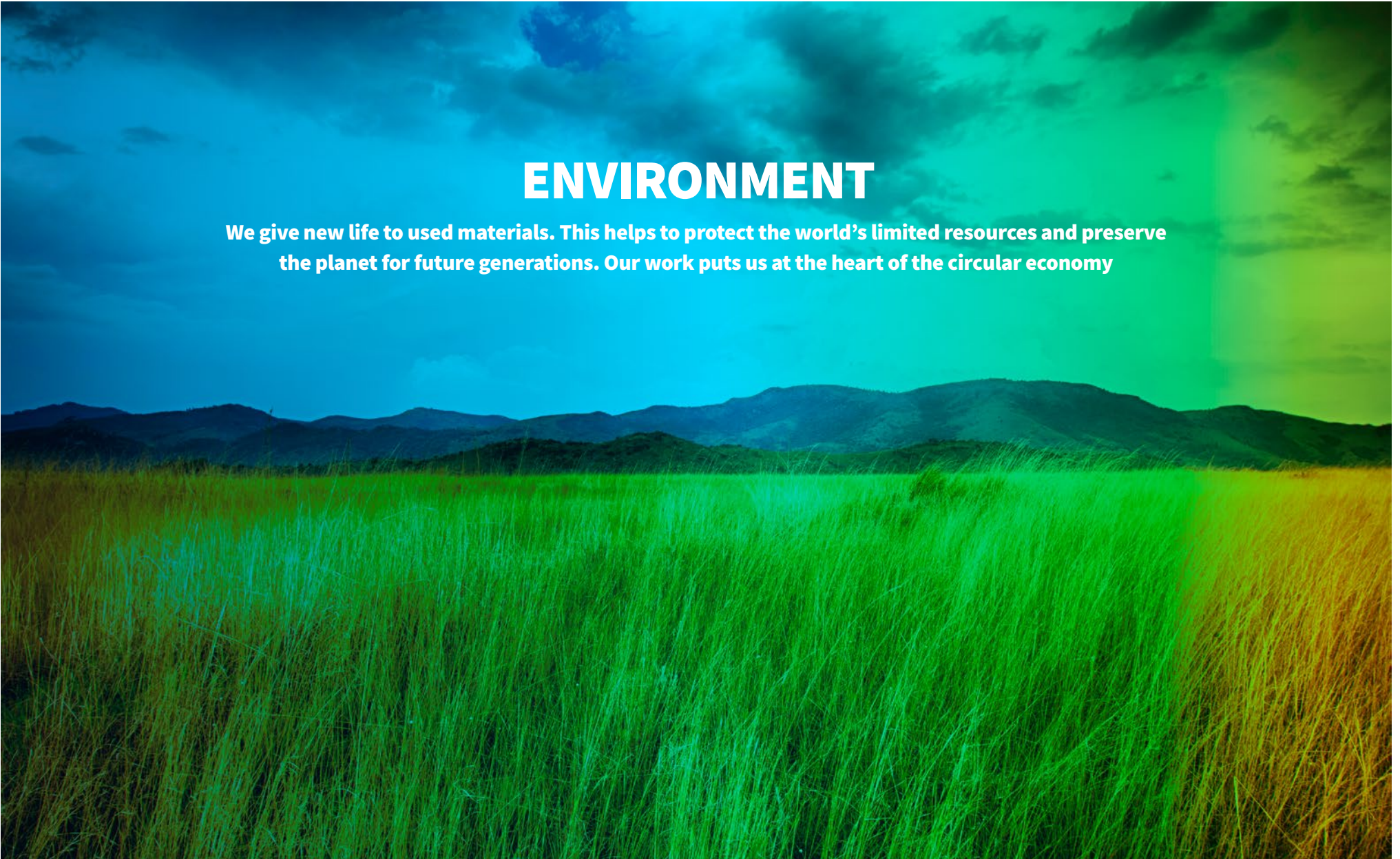
This includes the following steps:



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

ENVIRONMENT

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



A STRONG PERFORMANCE

We care for the environment and are glad to see our hard work is paying off

At Renewi, protecting and preserving the environment is extremely important and we take that responsibility seriously. That is why we are delighted that our hard work is showing through in our CSR performance figures for 2016/17.

Of the 15 million tonnes of waste our sites handled, 90% was recycled as secondary raw materials or recovered for use in energy production. Through those recycling and recovery activities, we prevented more than three million tonnes of carbon being released into the atmosphere and we produced more than 172 billion watt hours of green electricity – enough to supply 40,000 homes.

Carbon prevention is a core part of our mission. As part of our commitment to this goal, in October 2016 we signed up to the Sustainable Mobility Pledge, a Dutch initiative to reduce the carbon emissions generated by employees travelling to and from work. Although it has a small effect, it underpins our commitment in this area.

We also continued to support Ocean Cleanup – a project that is testing an innovative cleaning system designed to drastically reduce the eight million tonnes of plastic waste that enters our oceans every year.

You can read more about our involvement in these environmental initiatives on **pages 19 and 20.**

Next year's goals

In 2017/18, we are challenging ourselves to build on this year's impressive figures by working towards a 95% recycling and recovery rate, a 10% increase in carbon prevention and a 60% increase in green electricity production – all by 2020.

We will also push ourselves in the area of energy efficiency. Producing energy from waste is just one part of the equation; using energy efficiently to power our operations is equally important. In the coming months, we will be working to define what energy efficiency means for our combined Group and establishing how we collect and analyse data on this important area. In 2018/19, we hope to have a clearly defined objective to work towards.



PHOTO: THE OCEAN CLEANUP

RENEWI plc TOTALS

RECYCLING AND RECOVERY

	2015/16	2016/17
Total waste handled at sites (million tonnes)	14.28	14.78
Amount of materials recycled (million tonnes) ¹	9.69	10.25
Amount of materials recovered for energy production from waste (million tonnes) ²	3.16	3.07
Total materials recycled and recovered for energy production (million tonnes)	12.85	13.31
Recycling as % of total waste handled	68%	69%
Recycling and recovery as % of total waste handled	90%	90%

1. Recycling is materials given a 'second life' for reprocessing into new goods/materials; recovery is waste used for energy production such as production of waste derived fuels, bio-mass, etc

2. Includes water recovery and moisture loss during treatment for some technologies employed

OUR CARBON FOOTPRINT

EMISSIONS FROM OUR ACTIVITIES (CO₂ equivalent '000 tonnes)¹

RENEWI plc TOTALS		
	2016	2017
Process based emissions		
Emissions from anaerobic digestion and composting	105	109
Emissions from hazardous waste treatment	295	304
Emissions from landfill	97	93
Emissions from mechanical biological treatment (MBT)	24	22
Transport based emissions		
Fuel used by waste transport vehicles	126	120
Business travel (cars, trains, flights, etc)	8	8
Energy use emissions		
Electricity used on sites and in offices	96	103
Gas used on sites and in offices	15	17
Fuel used on sites for plant and equipment/heating	30	28
Total emissions from significant sources	796	805

CARBON AVOIDANCE AS A RESULT OF OUR ACTIVITIES

Renewable energy generated	49	63
Waste derived fuels produced and sold	848	874
Materials separated for re-use/recycling	1,656	1,788
Energy from waste used on site as a fuel	334	349
Total potential avoided emissions	2,887	3,075

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

GREENHOUSE GAS EMISSIONS AND AVOIDANCE INTENSITY RATIOS²

Amount greenhouse gases emitted (CO ₂ equivalent '000 tonnes) per unit of revenue (£m)	0.61	0.56
Amount greenhouse gases avoided by our activities (CO ₂ equivalent '000 tonnes) per unit of revenue (£m)	2.22	2.16

2. Where revenues are not in £ average exchange rates for the years in question have been used

CASE STUDY: SUSTAINABLE MOBILITY PLEDGE Reducing CO₂ on the way to work



In October 2016, Van Gansewinkel (VGG), along with the CEOs of Dutch Railways (NS) and Dutch energy distributor Enexis, pledged to reduce the carbon emissions generated from their employees travelling to and from work.

The Sustainable Mobility Pledge was presented to the Dutch Prime Minister Mark Rutte and the Environment Minister Sharon Dijksma during the national Climate Summit in Rotterdam.

The pledge was made on behalf of 14 organisations committed to encouraging their employees

to get to work in a carbon-free or low-carbon way, either by cycling or using public transport. Travelling causes 20% of all CO₂ emissions in the Netherlands, the summit heard, so it is crucial to make reductions in this area.

Vodafone, ASR, Conclusion, Asito, Rabobank, RHD HR, Triodos, Vebego, Ziggo, Pro Rail, and the Ministry of Infrastructure and Environment all signed up to the pledge.

Renewi will remain a signatory to the pledge and will work closely with its pledge partners towards meaningful future targets.

RESOURCES AND SPILLS

RENEWI plc TOTALS

RESOURCE USE AND SPILLS

	2016	2017
Electricity consumption ('000 kilowatt hours)	196,653	203,618
Gas used at sites and offices ('000 kilowatt hours)	80,324	91,342
Fuel (such as diesel) use at sites and offices ('000 litres) ¹	10,195	8,222
Fuel used by waste collection vehicles ('000 litres)	39,885	37,964
Green electricity generated (mega watt hours)	137,166	172,834
Significant spills at sites – number of reported spills required by permits ²	51	31

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

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

**We generated over
170,000 mwh
of green electricity**

CASE STUDY: OCEAN CLEANUP PROJECT Cleaning the world's oceans



PHOTO: THE OCEAN CLEANUP

Ocean Cleanup, which Renewi has been supporting for three years with donations, is an initiative that aims to help to clean our oceans of the eight million tonnes of plastic waste that enters it every year.

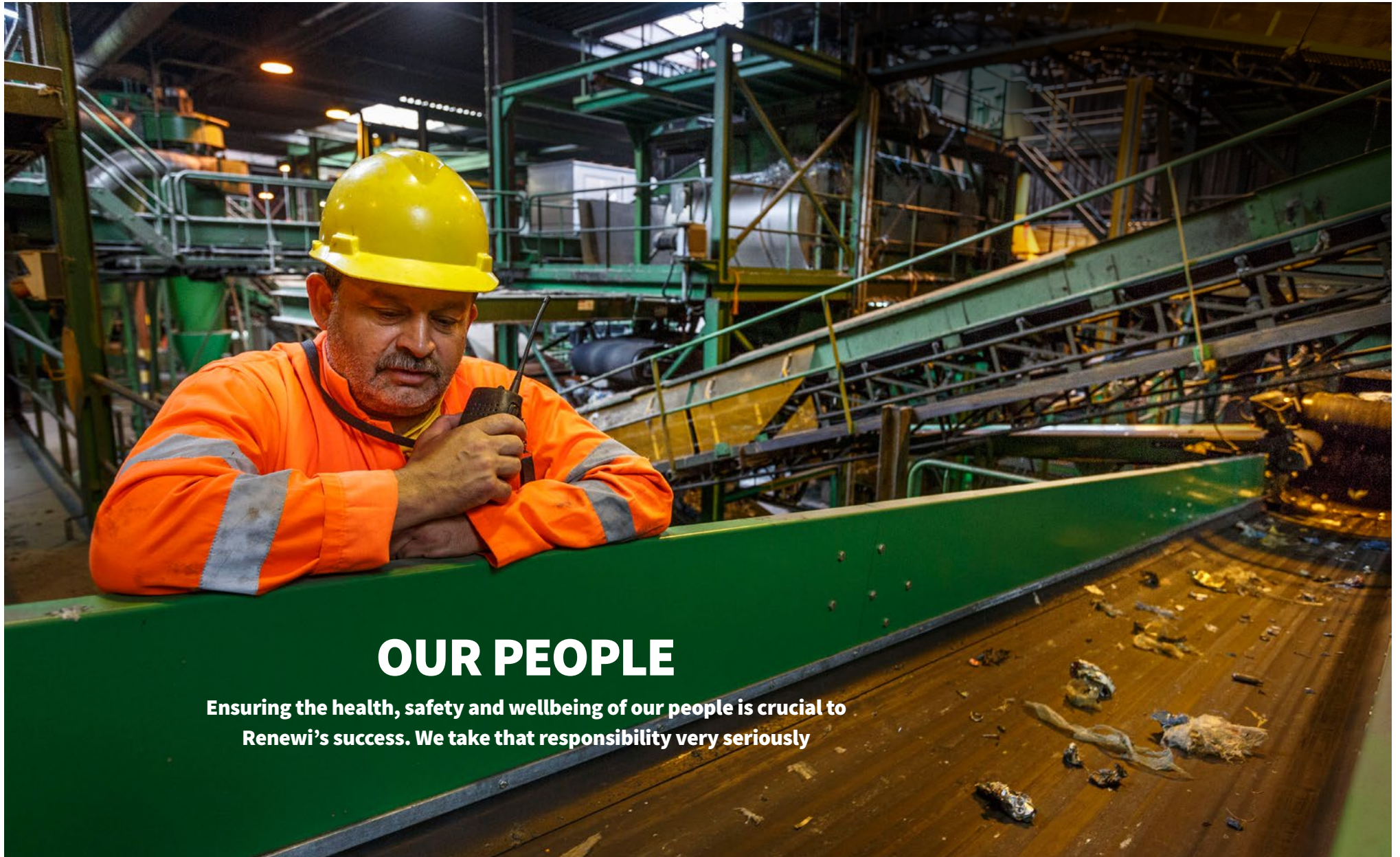
The waste not only damages the environment but our health and the economy too. Studies have shown that people are eating fish that have ingested plastic – it's estimated a quarter of the fish in Californian and Indonesian markets contain plastic. Plus, ocean debris can deter tourists, impacting seaside economies.

Ocean Cleanup, which is energy neutral and scalable, aims to

clear half the so-called Garbage Patch of plastic litter stranded in the Pacific Ocean within 10 years.

Created by young Dutch entrepreneur Boyan Slat, the innovative cleaning system is now being tested in realistic conditions. It uses floating barriers to collect plastic waste from the ocean while still allowing sea life to safely pass underneath the barriers through the current. Once collected, the plastic will be recycled or used for energy recovery.

We are proud to support the scaling of this project, which runs on donations, as it is fully aligned with our waste-to-product vision.



OUR PEOPLE

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

INVESTING IN OUR PEOPLE

The health, safety, wellbeing and engagement of our people is a top priority at Renewi



Our people are crucial to the success of Renewi. Their dedication and commitment to our 'waste no more' goal is one of the key reasons our customers choose to work with us. This is why the health, safety, wellbeing and engagement of our people is a top priority for Renewi. This starts with making sure they go home safely every day.

Shanks and Van Gansewinkel (VGG) both brought strong safety cultures to Renewi, which is why we performed well on our safety objectives for 2016/17, despite the inevitable focus on our merger. Our lost time injury frequency improved by 5% over the year. The number of near misses raised by our employees rose by 20% during the same period and the rate at which

we closed these out improved by 26%. For us, safety is a way of life.

As part of this, we continue to hold our annual Group Safety Award, which seeks to encourage improvement and innovation in health and safety across the company (see case study, [page 24](#)). We also celebrated International Safety Day, on 28 April 2016, across our sites in the Benelux (see case study, right).

We performed well on our safety objectives, despite the focus on our merger

CASE STUDY: INTERNATIONAL SAFETY DAY Keeping our colleagues safe at work



Renewi marked International Safety Day on 28 April 2016 across its former Van Gansewinkel (VGG) sites in the Benelux with a campaign based on the theme of 'acceptance'. Colleagues at our Coolrec, Minerals and Maltha operations also took part.

The campaign sought to raise awareness about ensuring that the right conditions are in place and to accept the right waste streams from customers and handle them in a safe way. At a more fundamental level, acceptance is about creating a culture where pointing out a situation that is unsafe becomes a normal part of everyday activity.

All employees taking part in the campaign were offered a safety 'gift box' containing information

on how to improve safety at work by preventing accidents and the spread of illness. A target was set to further reduce the current >3 day accident rate of 1,920, and for all customers to be informed of the safety standards we expect when our drivers visit their sites.

This type of safety event is not a one-off for Renewi. Throughout the year we hold safety events, with topics ranging from safety behavioural change and observational safety, to hard-end issues such as machinery safety and traffic management. These regular safety events are one tool we use to continually improve.

Safety plays a key role at Renewi. We want all our employees to feel safe at work and return home safely each day.

Investing in safety

While our safety record is strong, we intend to continually improve. In addition to setting ourselves a target of reducing both our accident and lost time injury frequency rates by 25% over the coming years, we have already launched a number of safety improvement initiatives:

- ▶ **Machinery safety:** as part of our new Group-wide machinery safety initiative launched in April, we will assess and improve our standards for 'locking off' machinery when undertaking dangerous tasks. We have already performed more than 90 lock-off audits, and will conduct machinery safety training workshops for nearly 60 of our internal H&S specialists
- ▶ **Safety leadership:** Shanks has had a safety leadership scheme in place for more than five years. Under this scheme, all senior leaders are required to carry out at least two dedicated health and safety visits to sites every quarter. Key to this scheme is direct engagement on health and safety between those at the top of our company and operational employees. During 2017 we will revise and improve this scheme, and spread it across our wider Renewi operations.
- ▶ **Traffic management:** collisions between trucks, mobile plant and pedestrians are the most common cause of fatalities on waste management sites. It is logical for us to mirror this approach when we are on the road. Our record on preventing these accidents is already good, but we have launched a continuous improvement programme on traffic management because we want to do better. We also invest in educating children on road safety.

Equal opportunities

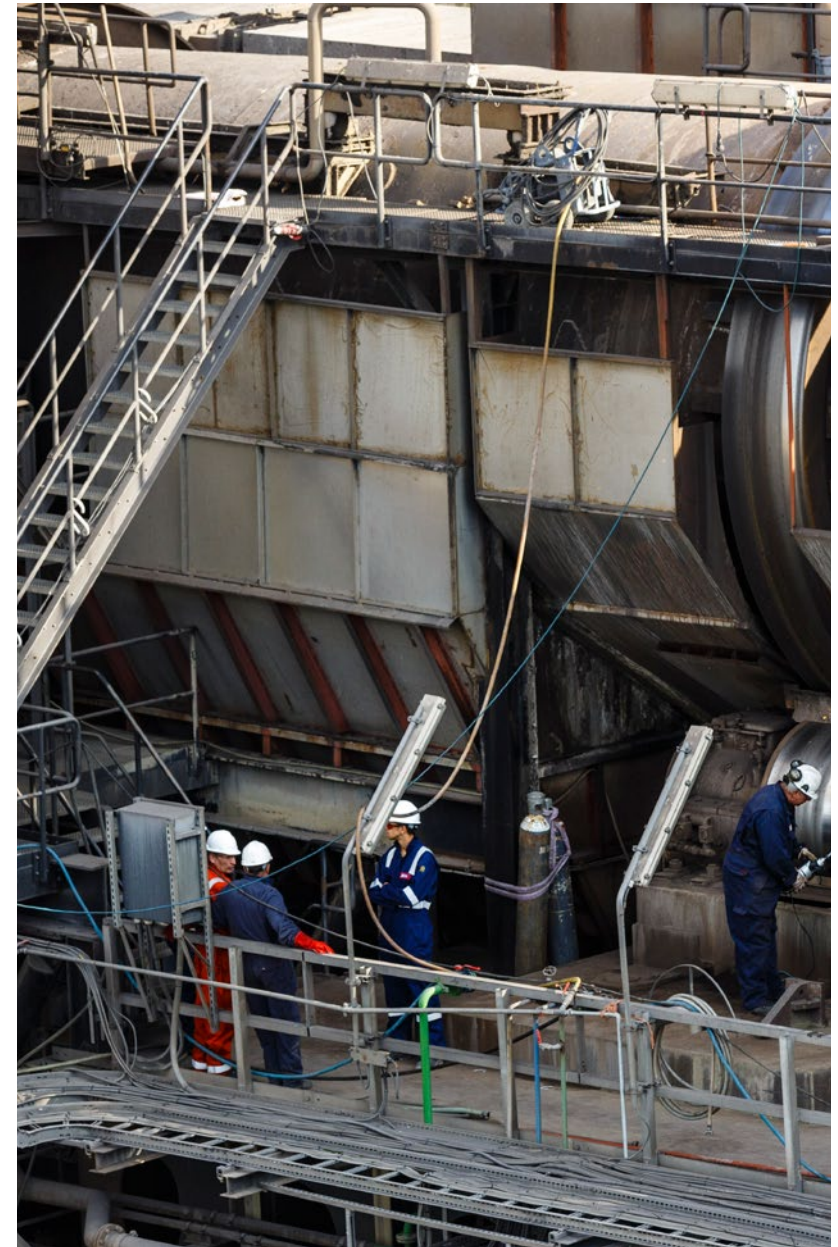
Renewi is an equal opportunities employer and full and fair consideration is given to applications from, the continuing employment of, and career development and training of disabled people. Approximately 15% of our workforce is female, with 1,029 women employed. We also have one female Board member.

We benefit enormously from our diverse workforce. Our people come from different backgrounds and from a wide range of cultures, creating a vibrant workforce where we can all learn from one another.

Engaging our employees

Without engaged employees, we cannot deliver on our promise to customers, shareholders and society at large to help protect the planet by giving new life to used materials. Shanks and VGG have historically invested in employee engagement surveys to track levels of engagement and work towards improving them. We are committed to continue this investment and will, in due course, conduct a Renewi-wide employee engagement survey to establish our baseline of engagement and set improvement objectives.

While our safety record is strong, we intend to continually improve by launching new initiatives



OUR EMPLOYEES AND THEIR SAFETY

RENEWI plc TOTALS

SAFETY PERFORMANCE INDICATORS¹

	2016	2017	Change %
Number fatal accidents	0	0	0
Number >3 day accidents	135	132	-2
>3 day accident rate	1,820	1,920	5
Number lost time injuries (LTI)	181	170	-6
LTI frequency rate	10.7	10.2	-5
Number of near-misses raised	11,552	13,821	20
Number of near-misses closed out	8,681	10,919	26
Near-miss close-out rate	75%	79%	5

PEOPLE PERFORMANCE INDICATORS

Total number permanent employees (FTE)	7,616	7,077
Number of male permanent employees	6,580	6,048
Number of female permanent employees	1,138	1,029
Number of male statutory plc Board directors	7	7
Number of female statutory plc Board directors	1	1
Permanent employee turnover (%)	6.3	9.7
Number of non-permanent employees	1,346	1,365
Total employee absenteeism from work (% of available days)	4.8	5.2
Work-related accident absenteeism (% of available days)	0.2	0.2

Key

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

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

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

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

Near-miss: An accident which nearly occurred. Also called risk reports, close-calls etc

Near-miss close-out rate: Number near-misses closed-out / number near-misses raised as a %

Employee data based on new merged and refined Renewi definitions, such as on status of fixed-term contract workers

CASE STUDY: ANNUAL SAFETY AWARD Group award keeps safety high on the agenda



↑ Renewi CEO Peter Dilnot (left) congratulates Ronald van Rijswijk on Reym's safety award win

Renewi's team at Reym scooped our 2016 Group Safety Award for developing an innovative automatic cleaning system. Thanks to the invention from the nationwide leader in industrial cleaning, transport and waste management, operators no longer need to be present in the 'danger zone' during high-pressure cleaning operations.

Our Group Safety Award is open to entries from all across the company, and seeks to encourage improvement and innovation in health and safety. It also promotes the sharing of best practice and celebrates the many health and safety improvements that our sites make each year.

Since being launched in 2013, the award has attracted 138 entries from more than 50 sites and operations across the business. Entries always reveal impressive levels of innovation taking place across the Group in areas such as technical physical safety improvements, management systems, safety behaviour, and cultural and wellbeing initiatives.

Originally launched by Shanks, we will continue to run our Group Safety Award as Renewi to spread best health and safety practice across the whole of our operations and encourage even higher standards in this area.



SOCIETY

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

FUNDING INNOVATION

Investing in new technologies that will make our world a better place is our way of giving back to society

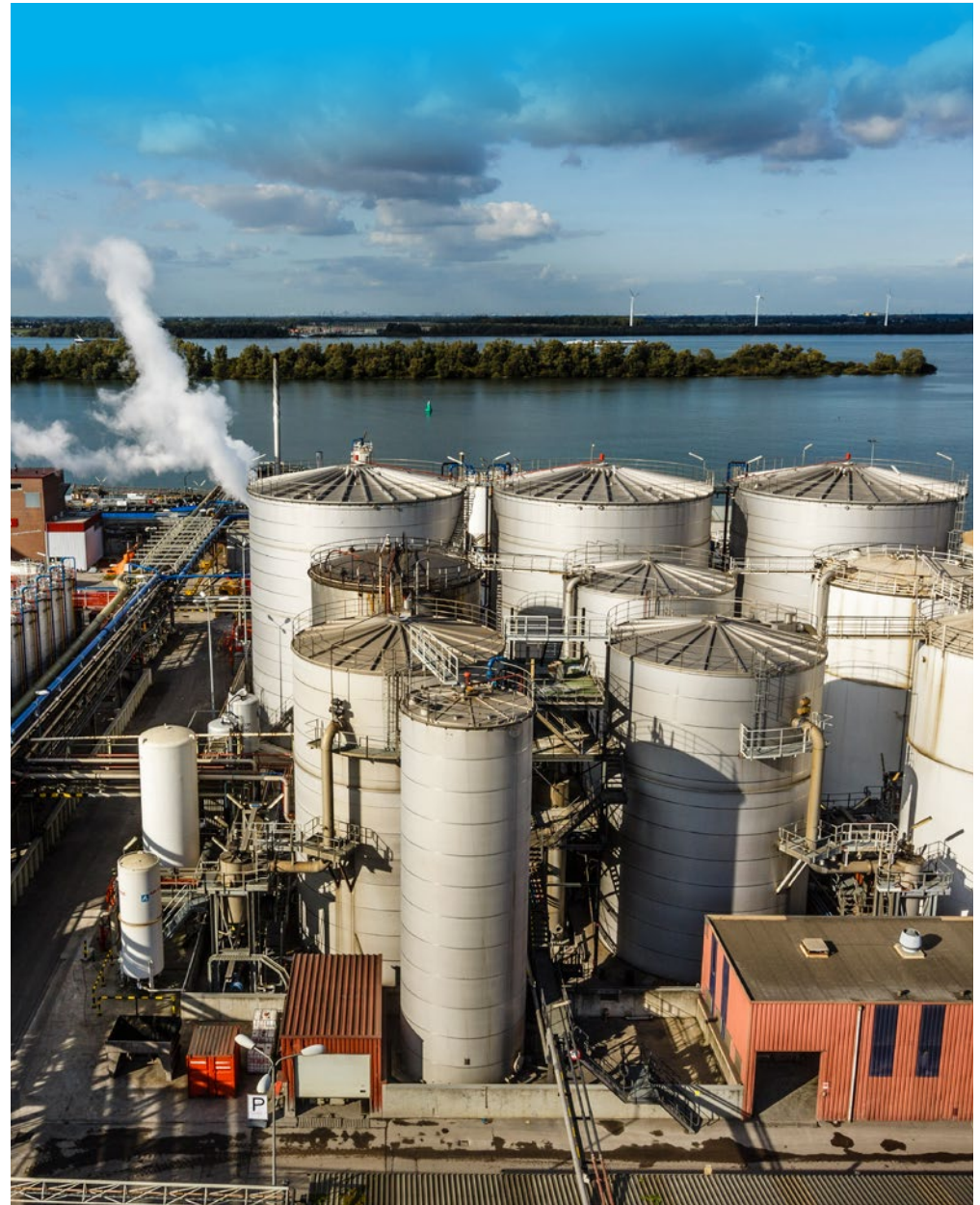
Our relationship with society is critical, both at a macro and micro level. In terms of the big picture, our commitment to recycling and recovering waste contributes to society's quest for a more sustainable future. To carry out this work, we need the support of our customers and the host communities where our operations are located. That support needs to be earned: from customers, by providing a high standard of service at all times; and from host communities, by being a good and considerate neighbour.

The number of adverse comments we received rose over the year. This was as a result of two new major plants we brought on line in the UK. This is not unusual when local residents are confronted by a new waste management plant in or near their community. We plan in advance for this type of issue, and are pursuing initiatives targeted specifically at these two plants. That community relations are important to us is reflected in our key objective of improving our community feedback by 25% by 2020.

Building good community relations is not just about dealing with complaints, however. Local residents, public services and businesses might understand that sustainable waste management is important but we want to show them that it can be interesting and

Our local communities understand that what we do is important

even fun. In 2016/17, four of our Belgian sites welcomed more than 4,000 visitors through their doors as part of a nationwide open day. In the Netherlands, we teamed up with childrens' comic Donald Duck and anti-littering campaign Nederland Schoon to challenge primary school children to come up with fun ways to clean up rubbish. Read more about these initiatives on [pages 27 and 28](#).



Building expertise

For Renewi, building and sharing our expertise in sustainability is a key part of helping society move towards a more sustainable future. We do this by investing in innovation. In 2016/17, we focused on building our expertise in gasification technologies – a green way of converting waste into synthetic gas, which can then be used to generate electricity. Our new facility in Derby will make use of this technology and we are also participating in a Netherlands-based project that is exploring ways of using gasification to convert waste into methanol (see [page 11](#) for detail). By 2020, we aim to increase the number of innovation projects we participate in by 20.

Another focus for next year is customer satisfaction. Shanks and Van Gansewinkel (VGG) have historically conducted customer satisfaction surveys but definitions of customer satisfaction, and ways of collecting, measuring and analysing data, have differed. Our challenge now is to come up with an agreed way of defining and measuring customer satisfaction so that, going forwards, we can track and improve it.

**Sharing our expertise
is key to helping society
move towards a more
sustainable future**

CASE STUDY: BELGIAN SITES OPEN DAY Sites open their doors



We take our commitments to society very seriously. As part of that role, our doors are open to the public to visit our sites and see what we do. Four of our Belgian sites, for example, welcomed the general public this year as part of a nationwide scheme to help people learn more about the companies operating in their communities.

Every year, around 300 companies in Belgium host such open days as part of Journée Découverte Entreprises (National Day).

In addition to opening our doors for the event, we were proud to be asked to

organise the official press conference. National newspapers and the Belga Press Agency attended, making the press conference a real success.

Our Roeselare, CETEM, Puurs and Evergem sites welcomed a total of around 4,000 visitors through their doors. Renewi colleagues were on hand to answer questions about what we do and share our story about being a leading waste-to-product business and about sustainable waste management.

Waste management operations, even the most sustainable, are often not popular in the neighbourhoods in which they

operate. We understand this and realise that our continued success relies on having good relations with residents who live close to our sites, and on listening to what they have to say.

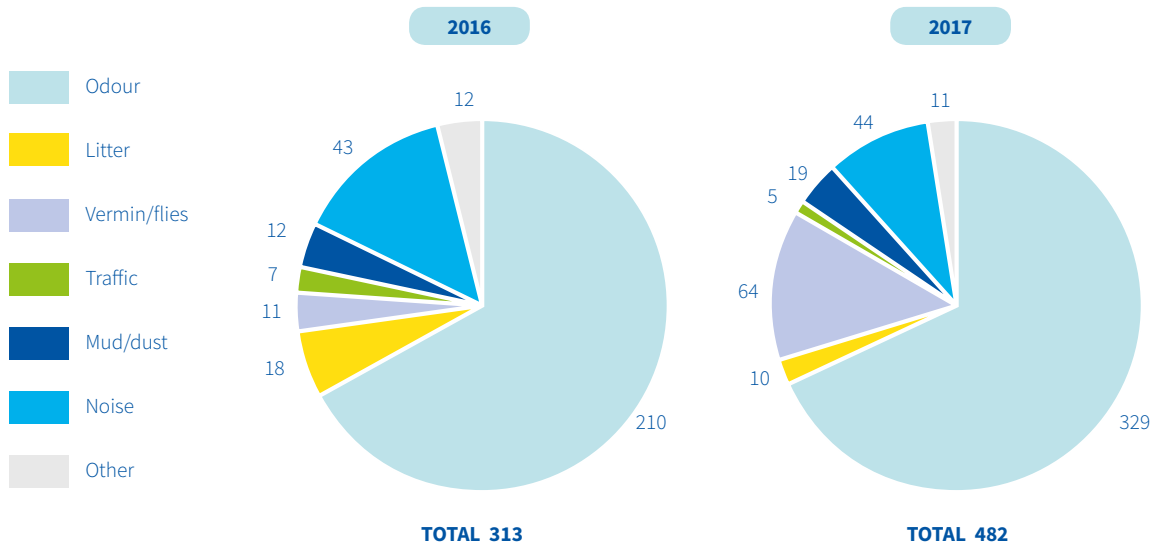
Being open and transparent about what we do and how we do it helps us to build those strong relationships with our neighbours. Taking part in Journée Découverte Entreprises offered us an ideal opportunity to do this, and our participation was a great success. We hosted similar events during the year at other locations in the Benelux.

COMMUNITY FEEDBACK

NUMBERS OF COMPLAINTS

	RENEWI plc TOTALS	
	2016	2017
Number environmental complaints received by our sites/operations ¹	313	482
Average number of complaints per site (out of total number) ²	1.5	2.3

TYPES OF COMPLAINT



1. Includes all complaints, both those substantiated and those not substantiated
 2. Rise in complaint numbers largely the result of new sites being brought on line in UK operations

CASE STUDY: CORNELIS PRUL AWARD Encouraging recycling in primary schools



Renewi teamed up with the weekly Dutch childrens' comic *Donald Duck* and anti-littering campaign Nederland Schoon to challenge primary schools to come up with the best way to clean up rubbish.

The competition marked Dutch National Cleaning Day, or Nationale Opschoondag, on 19 March 2016.

The winning idea, **a solar energy-powered waste bin that sings** when litter is thrown into it, was awarded the Cornelis Prul Prize – a 1.5 metre high

3D printed statue of Cornelis Prul, made from the plastic of recycled bottles.

As well as showing children what a great statue you can 3D print out of recycled content, the competition was designed to involve children in thinking of ways to handle waste in a responsible, sustainable way, making them 'ambassadors' for the circular economy in the process.

GOVERNANCE, COMPLIANCE AND EXTERNAL ACCREDITATION

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

OUR FORMAL ACCREDITATIONS¹

Accreditation	RENEWI plc TOTALS	
	2016	2017
ISO14001 / EMAS	179	177
ISO 9001	193	186
OSHAS 18001	134	149
SCC / VCA	111	109

OUR COMPLIANCE PERFORMANCE²

Indicator	RENEWI plc TOTALS	
	2016	2017
Number of environmental convictions and fines	2	5
Number of health and safety convictions and fines	2	6
Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	0	0

OUR GOVERNANCE PERFORMANCE³

Indicator	RENEWI plc TOTALS	
	2016	2017
Number of cases of discrimination	3	11
Number of whistleblowing incidents	26	28
% employees covered by formal safety committees	99	100
% of operations which have undergone risk assessment for bribery and other similar risks	100	100

1. For some operating centres, accreditations are held by groups of operations; for example, a group of three operations with a central accreditation. Data is presented as number of operations covered by accreditations

2. Some of the rise in convictions is the result of delays in legal process relating to incidents from previous years

3. Rise in reporting of discrimination cases likely the result of better reporting

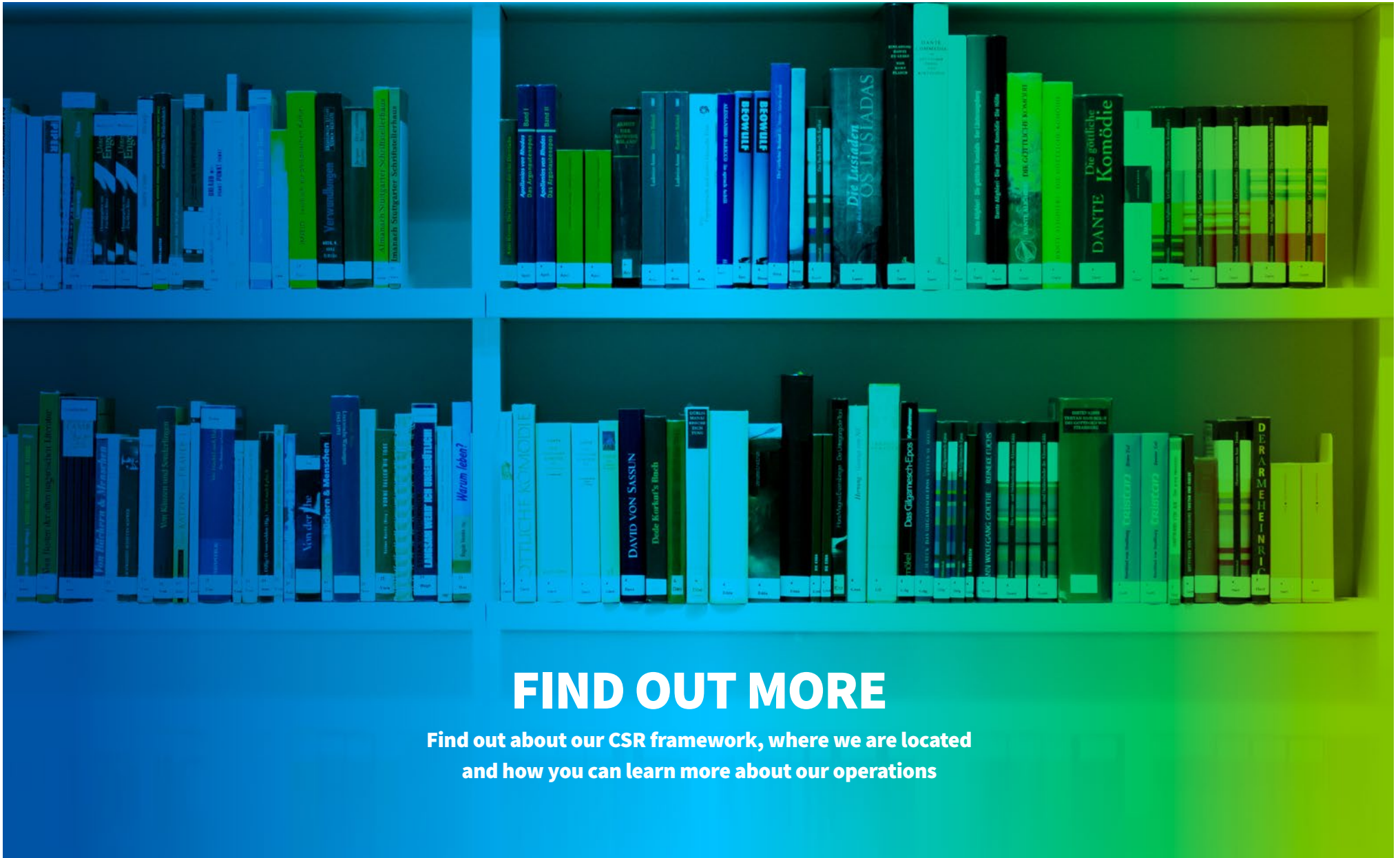
Key

ISO14001 / EMAS – international environmental management standards

ISO9001 – international quality standard

OSHAS18001 – international health and safety standard

SCC / VCA – national health and safety standards



FIND OUT MORE

Our CSR Report is one of many resources we produce to describe how we work.

This page highlights other information you can access to learn more about our performance

WANT TO KNOW HOW WE CALCULATE CSR DATA?

Our CSR Indicators document defines what we measure and how these measurements are calculated. It also describes the rules that we define and follow in our reporting. Our CSR Indicators document is available at:

www.renewi.com/our-responsibilities

WANT TO KNOW ABOUT OUR REPORTING AND GRI?

The performance data and narrative in our CSR Report and other published information is based on the requirements of the Global Reporting Initiative (GRI). Our approach to GRI can be viewed in our GRI Navigator document at:

www.renewi.com/our-responsibilities

WANT TO KNOW MORE ABOUT GROUP STRATEGY AND FINANCIAL PERFORMANCE?

Our Annual Report provides more information on Renewi, including our vision, strategy, operations, people, risk and financial performance. The Annual Report and other corporate information can be viewed at:

www.renewi.com/investors/reports-and-presentations/

WANT TO LEARN MORE ABOUT OUR OPERATIONS?

As well as Group documents, some of our operating divisions produce their own reports. These documents can be viewed at the divisional web addresses shown in the contacts section on **page 32** of this report. Do you have a comment or question on our CSR report or associated activities?

Please contact us at:

communications@renewi.com

Alternatively, you can refer to the details at the end of this report.

MAIN OFFICES

**Further information about our operations, CSR Reports and other publications can be obtained from our website: www.renewi.com.
For information about our divisional operations, please refer to the contact details below:**

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Group Company Secretary

Philip Griffin-Smith, FCIS

